

Master exécutif en management des organisations sportives
Executive Masters in Sport Organisation Management

30 years of MEMOS

1995-2025



Edited by **Jean-Loup Chappelet** and **Thierry Zintz**



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Mrs. Kirsty Coventry,
IOC President

Foreword

by the IOC President, **Ms. Kirsty Coventry, OLY**

For 30 years, the Executive Master in Sports Organisation Management (MEMOS) has helped shape the people who shape sport.

By bringing together professionals from every corner of the world, MEMOS has created a unique space for learning, collaboration, and growth. The MEMOS spirit goes far beyond the management of sport organisations - it is about strengthening the values that make sport a force for good in our world: excellence, friendship and respect.

Whether in National Olympic Committees, International Federations, or community organisations, MEMOS alumni are making a difference across the globe. They carry with them not only knowledge and skills, but a deep commitment to the ideals of sport and the Olympic Movement.

This is why I would like to convey my heartfelt congratulations and gratitude to everyone who has contributed to making this 30-year journey of MEMOS so impactful. Your dedication has made MEMOS a trusted and inspiring programme for sports leaders everywhere.

As we celebrate this milestone, let us reaffirm our shared commitment to empowering future generations with the power of sport and advancing the values that unite us.

Depuis 30 ans, le Master exécutif en management des organisations sportives (MEMOS) contribue à former les personnes qui façonnent le sport.

En réunissant des professionnels venus des quatre coins du monde, MEMOS a créé un espace unique d'apprentissage, de collaboration et de croissance. L'esprit MEMOS va bien au-delà du management des organisations sportives : il s'agit de renforcer les valeurs qui font du sport une force positive dans notre monde, à savoir l'excellence, l'amitié et le respect.

Que ce soit au sein des comités nationaux olympiques, des fédérations internationales ou d'organisations communautaires, les diplômés du MEMOS font la différence partout dans le monde. Ils apportent avec eux non seulement des connaissances et des compétences, mais aussi un engagement profond envers les idéaux du sport et du Mouvement olympique.

C'est pourquoi je tiens à adresser mes sincères félicitations et ma gratitude à tous ceux qui ont contribué à l'impact remarquable de ce parcours de 30 ans. Votre dévouement a fait de MEMOS un programme fiable et inspirant pour les dirigeants sportifs du monde entier. Alors que nous célébrons cette étape importante, réaffirmons notre engagement commun à donner aux générations futures les moyens d'agir grâce au pouvoir du sport et à promouvoir les valeurs qui nous unissent.



Mr. James McLeod,
Director of Olympic
Solidarity

Foreword

by the Director of Olympic Solidarity,
Mr. James McLeod

I join all MEMOS graduates, lecturers, and supporters in celebrating this important milestone. I would like to express my sincere thanks to the MEMOS directors, lecturers, and tutors, as well as the staff of Olympic Solidarity, whose contributions have been instrumental in the programme's enduring success.

Since its inception, MEMOS has enjoyed the endorsement of the IOC and the steadfast support of Olympic Solidarity. Over the years it has become one of the flagship initiatives of the Olympic Solidarity World Programmes, while at the same time maintaining its independence and academic autonomy.

Its mission – to strengthen the professional capacities of sports organisations worldwide – places it at the pinnacle of the Olympic educational pyramid, which rests on a broad foundation laid in the 1980s with the creation of the Itinerant School for Sports Administration by Anselmo Lopez, the first Director of Olympic Solidarity, and which was later completed by the introduction of the Advanced Sport Management Diploma under the leadership of my predecessor, Pere Miró. Together, these programmes form a coherent educational pathway, culminating in MEMOS as the highest level of academic training for sports leaders within the Olympic Movement.

Few academic programmes can proudly mark a 30-year legacy. Over the years, MEMOS has evolved from a primarily European initiative into a truly global programme. In 2003, it opened its doors to participants from outside Europe and a few years later introduced two additional programme versions – in French and Spanish, alongside the original English version – further broadening its reach and accessibility. MEMOS sessions have been organised in over 50 countries across five continents, including ten in the Southern Hemisphere.

MEMOS is more than a degree, it is a powerful connector. It brings together participants from a wide range of sports organisations and cultural backgrounds, fostering collaboration and shared learning. It plays a vital role in realising the IOC's vision of building a better world through sport and remains a key partner in delivering the mission of Olympic Solidarity.

James MacLeod, Director, Olympic Solidarity, NOC Relations and Olympism 365





Prof. Milena M. Parent,
current MEMOS in English
Director and MEMOS in
French Co-Director

Foreword

by **Prof. Milena M. Parent**, PhD,
MEMOS Director

Celebrating Three Decades of MEMOS Evolution and Excellence

As we celebrate the 30 years of MEMOS, I am proud and grateful for the remarkable journey this programme has taken. MEMOS has become more than an academic experience—it has been a catalyst for leadership, collaboration, and networking within the global Olympic Movement.

MEMOS's mission is to offer education that combines sport management theory with practical experiences by international experts through intercultural exchanges and a diverse classroom. Students have an opportunity to apply key learnings to real-life projects that will benefit a sport organisation in the Olympic system. MEMOS also connects its members, alumni and Olympic system stakeholders through five key values: excellence, diversity, respect, friendship, and network/collaboration.

Our goal to strengthen Olympic management and governance is deeply rooted in these values. Over the years, MEMOS has made significant strides in achieving gender and geographic balance within its cohorts. Today, our alumni network, spanning over 1,100 leaders from the five continents, reflects a rich tapestry of perspectives that enhances the impact of sport globally. This progress is not just an achievement; it is a promise that MEMOS will continue to champion diversity as a cornerstone of its success.

As the first woman to serve as Director, this milestone carries special meaning for me. It underscores the programme's development from being solely delivered in English to including French and Spanish versions and in a curriculum that continuously evolves to remain cutting-edge, in the participant experience inside and outside the classroom, and in the leadership and opportunities it creates. This is a testament to the power of education and the belief that diverse voices lead to stronger, more innovative solutions in sport that benefit society as a whole.

Our students and alumni embody this belief. Their work addresses some of sport's most critical challenges, from fostering inclusion to advancing governance reforms and driving sustainability initiatives. Each MEMOS project serves as an example of what is possible when we combine expertise, creativity, and a shared vision for a better future.



MEMOS XXVI graduates, director and tutors on the steps
of the Coubertin Grove at the International Olympic Academy
in Ancient Olympia, Greece

This celebration also honours those who have shaped MEMOS into the global success it is today. To the dozens of former and current professors, local organizers, and contributors—thank you for your dedication and commitment to excellence. Your efforts have created a legacy that inspires us all to act purposefully and dream bigger.

As we look ahead to the next 30 years, I am hopeful and excited. MEMOS is uniquely positioned to lead the field in addressing emerging challenges, from harnessing technology to fostering inclusion and sustainability. Together, we will ensure that sport continues to be a powerful force for good in the world.

To everyone who has been part of this journey, thank you for your passion, your contributions, and your unwavering belief in the transformative potential of MEMOS.

Yours in sport,



Prof. Milena M. Parent
at one of the recent graduation ceremonies



MEMOS XXVI graduation ceremony at the International Olympic Academy (tutors in front row) with Prof. Georgiadis.



Dr. Mathieu Winand and
Prof. Alain Ferrand,
the first two MEMOS in
French Directors

Foreword

by **Dr. Mathieu Winand, PhD, and**
Prof. Alain Ferrand, PhD, MEMOS in French Directors

Le Master Exécutif en Management des Organisations Sportives (MEMOS) est un programme académique d'excellence soutenu par la Solidarité Olympique et le Comité International Olympique. Au fil des années, il a su devenir une référence dans le Mouvement olympique. Bien plus qu'un simple programme académique, c'est une véritable aventure humaine, professionnelle et intellectuelle. Ayant lieu tous les deux ans depuis sa création, la version en français du MEMOS a fêté sa dixième édition en 2023-2024. Le MEMOS en français est rempli d'anecdotes et d'expériences marquantes qui ont forgé son identité, qui resteront dans le mémoire de ceux qui l'ont vécu et qui en font un programme aussi exceptionnel.

Historique et vision du MEMOS en français

Le MEMOS a vu le jour en 1995, initialement en format sur deux années. Le programme avait pour mission initiale de répondre à un besoin clair exprimé par les dirigeants des organisations sportives : celui de disposer d'outils, de compétences et de réseaux pour mieux gérer et développer leurs organisations. Sous l'impulsion de la Solidarité Olympique et du Comité International Olympique, le MEMOS a été pensé comme un programme de formation avancée destiné aux professionnels du Mouvement olympique, pour les aider à relever les défis complexes et dynamiques du mouvement sportif. Aujourd'hui, le MEMOS est un programme global qui s'adresse aux leaders sportifs du monde entier, avec des éditions en plusieurs langues, en anglais, en espagnol et, bien sûr, en français.

Depuis sa création, le MEMOS a évolué pour s'adapter aux changements du monde du sport et aux nouvelles attentes de la société. Au départ, le programme s'adressait principalement aux professionnels de pays en développement, dans le cadre des initiatives de la Solidarité Olympique visant à renforcer les capacités locales et à favoriser l'équité dans le sport international. Cependant, la réputation et l'impact du MEMOS ont vite dépassé les frontières, attirant des participants de plus en plus nombreux issus de pays développés et de structures sportives variées.

En effet, au début des années 2000 s'est exprimée une demande de formation exécutive en français dans le monde olympique. Pour y répondre il a été décidé de s'appuyer sur le diplôme d'études supérieures spécialisées (DESS) en management des organisations sportives délivré par l'Université Claude Bernard Lyon 1 (FRA) en partenariat avec l'Institut National du Sport et de l'Éducation Physique (INSEP) qui est devenu ensuite l'Institut National du Sport, de l'Expertise et de la Performance. Le DESS était un diplôme d'études supérieures professionnel d'une durée d'un an qui faisait suite à une maîtrise (4 premières années d'université en France). C'est ainsi qu'une session spécifique de ce DESS a été organisée en 2003-2004 pour des étudiants francophones.

Suite à la réforme bachelor-master-doctorat, ce DESS a servi de base à la création d'un Master en Management des Organisations (MOS) délivré par l'Université Claude Bernard Lyon 1. C'est ainsi qu'une session spécifique de ce MOS a été organisée en 2005-2006, en partenariat avec l'INSEP.

Suite à ces deux éditions, il apparut important que cette formation exécutive en français s'intègre dans le MEMOS, diplôme d'université qui était également délivré en anglais par l'Université Claude Bernard Lyon 1. C'est ainsi que la première session du MEMOS en français, nommée MEMOS III-FR, compte tenu du fait qu'elle faisait suite au DESS et au MOS, a été organisée en 2008-2009. Le MEMOS IV-FR (2011-2012) a été délivré par Université de Poitiers. Les MEMOS V-FR à MEMOS VII-FR (période 2013-2019) ont été délivrés par l'Université catholique de Louvain (BEL). Enfin, après la

pandémie qui a perturbé le programme pour un temps, le MEMOS en français a été délivré par l'Etablissement d'enseignement supérieur LUNEX au Luxembourg.

Depuis ses débuts, la mission du MEMOS est d'offrir une formation spécifique et avancée en management des organisations sportives. Ce programme vise à fournir un tel savoir en toute convivialité et selon des critères rigoureux d'excellence académique, qui constituent la marque de fabrique du MEMOS, afin de continuer à être un programme académique de référence. Le soutien du CIO et de la Solidarité Olympique a été crucial dans l'expansion du MEMOS dans le monde entier, mais ce qui en fait la richesse, ce sont les contributions de ses participants: des professionnels passionnés qui apportent avec eux leurs expériences, leurs visions et leurs cultures.

La philosophie du MEMOS

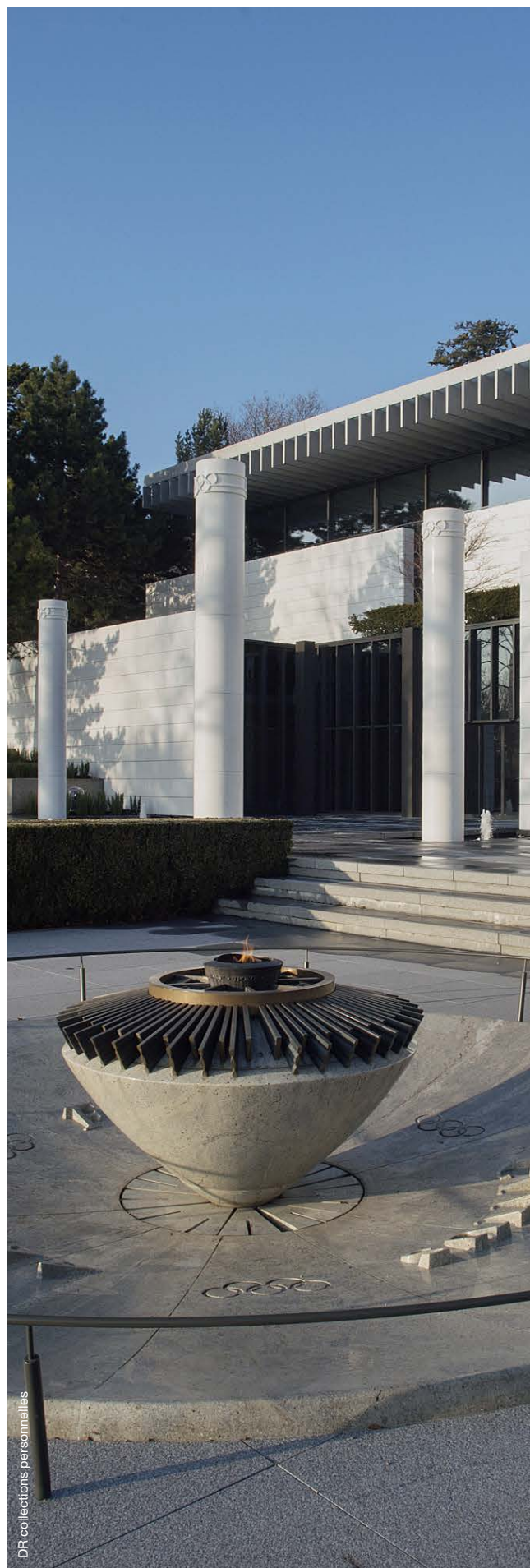
Le MEMOS en français repose sur trois piliers fondamentaux: éducation, échange et impact.

1. **Éducation:** Le programme offre un contenu académique de haut niveau en management des organisations sportives, couvrant des domaines variés comme la gouvernance, la stratégie, le marketing, la gestion des ressources humaines, et la finance. Le curriculum est conçu par des experts de renommée mondiale, et chaque module est élaboré pour apporter des compétences pratiques immédiatement applicables.
2. **Échange:** Le MEMOS, c'est aussi une opportunité unique de partage entre professionnels de différentes cultures et visions. La diversité des profils permet aux participants d'apprendre les uns des autres et de développer des perspectives nouvelles sur le sport et la gestion. Cet aspect est souvent décrit comme l'une des plus grandes richesses du programme.
3. **Impact:** L'impact est au cœur du programme MEMOS, avec une approche résolument axée sur l'application pratique. Les cours proposent des solutions aux problématiques des participants qu'ils peuvent mettre en action. Le programme demande en effet à chaque participant au travers de son projet accompagné par un tuteur de concevoir un projet professionnel qui répond à un défi réel au sein de son organisation. Ce projet n'est pas simplement un exercice théorique: il est conçu pour être directement mis en œuvre, permettant aux participants de voir leurs idées se concrétiser et d'avoir un effet mesurable dès leur retour sur le terrain. Ce projet constitue le cœur du programme, et sa mise en œuvre est encadrée par des tuteurs experts, permettant aux participants de tester et d'appliquer leurs idées dans des environnements réels.

Une formation intense et riche d'enseignements

Le MEMOS se distingue par son approche intensive, qui se déroule sur un an avec plusieurs sessions en présentiel et des périodes de travail à distance. Cela permet aux participants de poursuivre leurs responsabilités professionnelles tout en suivant la formation. À la fin du programme, les participants ont non seulement acquis des compétences techniques, mais ils sont également équipés d'une vision plus stratégique et internationale du management sportif.

Le programme MEMOS fournit aux participants des compétences solides et pratiques pour exceller dans le management des organisations sportives. Les thématiques des cours couvrent des domaines essentiels:





- + **Gouvernance et Management Stratégique**: Les participants apprennent à structurer et diriger efficacement les organisations sportives. Ils acquièrent des compétences en stratégie pour définir des orientations claires, assurer la transparence, et promouvoir une gouvernance éthique et responsable.
- + **Management des Ressources Humaines**: Les participants apprennent à recruter, former et motiver efficacement leurs équipes, en appliquant des pratiques de gestion du personnel et des volontaires et de développement organisationnel spécifiques au monde du sport.
- + **Marketing Sportif**: Ce module aborde les stratégies de promotion et de communication propres au secteur sportif. Les participants développent des approches pour renforcer la visibilité et l'attrait de leurs organisations.
- + **Finance**: La formation couvre les fondamentaux de la gestion financière dans un contexte sportif. Les participants se familiarisent avec la budgétisation, l'analyse financière et la planification à long terme, essentiels pour maintenir la stabilité et la croissance de leurs organisations.
- + **Gestion de Projets et d'Événements Sportifs**: Ce module fournit des outils pour planifier, organiser et évaluer des événements sportifs, ainsi que pour gérer des projets de développement et d'innovation. Les participants apprennent à optimiser la logistique, le financement et l'impact de leurs événements.

En combinant ces compétences, les participants du MEMOS sont armés pour relever les défis du secteur sportif avec une approche globale et stratégique.

Anecdotes du MEMOS

Le MEMOS en français a accueilli plus de 250 participants depuis sa création, chacun contribuant à enrichir et faire évoluer le programme. Voici quelques anecdotes inspirantes qui témoignent de l'impact de cette initiative sur ses participants et leur environnement.

Lors d'un module organisé à Kigali, au Rwanda, les soirées se terminaient souvent par des échanges culturels riches et dynamiques. Pendant le traditionnel dîner MEMOS, participants et professeurs ont appris quelques pas de danse traditionnelle rwandaise, sous les rires et encouragements de leurs camarades et des habitants locaux. Ce moment, à la fois léger et significatif, illustre l'importance des liens humains et culturels qui sont au cœur de l'expérience MEMOS.

Dans les montagnes d'Andorre, les participants, venus de régions parfois très éloignées de la neige, se sont aventurés pour une après-midi de luge. Entre descentes improvisées et compétitions amicales, des talents insoupçonnés ont émergé, renforçant l'esprit d'équipe et offrant à tous un souvenir sportif inoubliable.

À Paris, lors de plusieurs modules, le traditionnel repas MEMOS s'est déroulé sur un bateau-mouche offrant une vue exceptionnelle sur la Tour Eiffel illuminée. Entre discussions animées et moments de contemplation, cette croisière a permis de tisser des liens encore plus forts, loin des préoccupations académiques.

Les petits événements sportifs entre participants sont également l'occasion de renforcer les liens. Parmi les plus mémorables, il faut citer le tournoi de pétanque organisé à l'INSEP par Denis Musso et Gérard Barreau

pour lequel la société Pernod Ricard avait fourni les casquettes. En effet, la pétanque est un sport reconnu mais aussi une composante de la culture du sud de la France.

Plusieurs sessions du MEMOS ont débuté en octobre à l'Eurovolley Center à Vilvoorde (BEL). Cela a été l'occasion pour les participants d'apprécier les plats classiques et récurrents du restaurant du centre, à savoir les sandwiches et la soupe.

Le marketing est un des modules du MEMOS. À Tunis les participants ont eu l'opportunité d'avoir une expérience pratique exceptionnelle dans les souks où opèrent les meilleurs experts mondiaux du modèle AIDA (Attention-Intérêt-Désir-Action). Ils travaillent dans un espace ultra concurrentiel et ils n'eurent qu'une seconde pour attirer l'attention de Mémosiens bien décidés à ne pas « se faire avoir ». Malgré cela après avoir bu un thé sur le toit terrasse du magasin avec une vue sur Tunis, ils repartent les bras chargés avec des produits artisanaux. Achats non prévus qui les amènent à devoir également acheter des bagages et payer un supplément à l'aéroport.

Avant de rentrer chez soi, il faut arriver dans le lieu où se déroule le MEMOS. Si les participants ne se trompent pas de ville, certains d'entre eux ont quelques problèmes avec les transports en commun pour arriver dans la salle de cours. Ainsi, lors de la session organisée à Poitiers, un participant était absent à l'ouverture du module alors qu'il avait été accueilli la veille à l'hôtel et qu'il avait reçu un plan de l'université avec la ligne de bus et une carte de transport. Après une heure de recherche nous avons reçu un appel téléphonique du Futuroscope qui se trouve à 12 kilomètres dans la direction opposée à l'université pour nous informer qu'un participant du MEMOS était perdu. Pour arriver à destination il convient en effet d'orienter correctement le plan.

Certaines destinations sont plus attractives que d'autres. Ainsi, lors de la session organisée à Maurice, nous avons été invités dès notre arrivée sur une plage privée avec une vue paradisiaque. Il a été très difficile d'informer les participants que les cours ne se dérouleraient pas sur place, mais dans un hôtel situé au centre de l'île.

Chaque module est aussi ponctué de moments informels où les participants se retrouvent autour d'un verre. Ces apéros improvisés, parfois dans une chambre d'hôtel ou sur une terrasse, deviennent des espaces de partage d'idées, d'histoires et de rires, forgeant des amitiés qui perdurent bien après la fin du programme.

À Lausanne, les participants ont souvent été hébergés au Jeunôtel, à deux pas du siège du Comité International Olympique. Si l'hébergement était simple, et parfois sans wifi, ces conditions ont favorisé des échanges directs et sincères. Ces soirées « déconnectées » sont devenues mémorables, et la visite de la prestigieuse Maison Olympique a toujours apporté une touche d'inspiration et de solennité.

Lors d'un autre module à Lausanne, organisé dans l'ancien siège du CIO, les participants ont eu l'honneur d'être accueillis par M. Tony Estanguet, président de Paris 2024. Ils ont présenté leurs projets dans la salle d'alors de la commission exécutive du CIO (salle Coubertin), un lieu empreint d'histoire et de symbolisme. Ce moment solennel a rappelé à tous le rôle éminent du Mouvement olympique.

Ces anecdotes incarnent l'esprit du MEMOS, une formation académique d'excellence enrichie par des échanges humains, culturels et professionnels qui transforment à la fois les participants et leurs environnements.

L'impact durable du MEMOS en français

Le MEMOS a permis de créer un vaste réseau d'anciens élèves, appelé « Memosiens », qui partagent une vision commune et restent connectés bien au-delà de la fin du programme. Ces « Memosiens » occupent aujourd'hui des postes influents dans des organisations sportives, des fédérations internationales, des comités nationaux olympiques et même au sein de gouvernements. Ce réseau est une ressource précieuse pour tous les participants qui peuvent ainsi continuer à échanger, à collaborer, et à innover ensemble. Certains anciens élèves organisent des séminaires, des ateliers, et même des projets collaboratifs au sein de ce réseau, renforçant ainsi l'esprit de solidarité et d'entraide qui caractérise le MEMOS.

Certains anciens du MEMOS sont aussi souvent impliqués dans le programme en tant que tuteurs ou intervenants. Cette dynamique permet aux nouveaux participants de bénéficier de l'expérience de leurs prédécesseurs, tout en insufflant de nouvelles idées et perspectives. Cette chaîne de transmission de savoir et de compétences est l'un des facteurs qui font la richesse du MEMOS et qui en garantissent la pérennité.

Les défis et perspectives du MEMOS en français

Le monde du sport est en perpétuelle évolution et les défis auxquels font face les dirigeants sportifs sont de plus en plus nombreux. La montée en puissance des nouvelles technologies numériques, les enjeux environnementaux, l'importance de l'inclusion et de la diversité, sont autant de thématiques qui viennent s'ajouter aux enjeux traditionnels du management sportif. Le MEMOS adapte son curriculum et ses méthodes en fonction de ces évolutions, en intégrant les thématiques de transformation digitale, de sport durable et les enjeux sociaux liés au sport.

Avec la pandémie de Covid-19, le MEMOS a dû s'adapter rapidement pour offrir des alternatives numériques. Cette transition a mis en lumière l'importance de la résilience et de l'innovation, valeurs que le programme encourage chez ses participants.

Conclusion

Pour conclure, le MEMOS en français est bien plus qu'une simple formation. C'est une communauté de passionnés du Mouvement olympique, un réseau de professionnels engagés pour un monde sportif plus éthique, plus inclusif et plus durable. Les participants du MEMOS ne se contentent pas d'acquérir des compétences managériales techniques, ils deviennent des leaders capables de transformer leurs organisations et d'inspirer des changements positifs dans le monde du sport.



Some MEMOS XXIV tutees



Prof. Andreu Camps,
MEMOS in Spanish Director

Foreword

by Prof. Andreu Camps, PhD,
MEMOS in Spanish Director

El poder del deporte: Una historia de perseverancia y transformación

Todo comenzó en la primera sesión de la IX versión de MEMOS en español, durante una tutoría con Marcelina Kiala. Llegó con una idea clara: crear un proyecto social de balonmano en el municipio de Talatona, Angola. Pero cuando le pregunté: *¿Cuál es el problema?*, su motivación comenzó a desvanecerse. Repetía una y otra vez su intención de formar un taller de balonmano, pero no lograba identificar el problema de fondo. Pasaron largos minutos en silencio, sin que pudiera dar una respuesta, y al final de esa primera tutoría, su entusiasmo inicial parecía haberse transformado en incertidumbre.

Al día siguiente, Marcelina regresó menos motivada, incluso algo distante. La frustración de no encontrar la respuesta la había hecho dudar de sí misma. Con voz quebrada, me confesó: *No soy capaz de seguir; creo que el MEMOS es demasiado para mí*. En ese momento, comprendí que antes de abordar el proyecto, debía enfocarme en ella. Le pregunté cómo se sentía y abrimos un espacio de diálogo más personal. Esa simple pregunta fue el punto de inflexión.

Con paciencia, retomamos juntos la pregunta inicial: *¿Cuál es el problema?* Esta vez, como si algo dentro de ella despertara, Marcelina logró identificarlo. Quedó claro que su pasión no era solo enseñar balonmano, sino abordar un desafío mayor: la falta de inclusión social en Talatona a través del deporte. Ese momento de claridad la impulsó con una fuerza nueva.

Desde entonces, Marcelina mostró una transformación total. Su actitud se convirtió en pura determinación. Comenzó a trabajar incansablemente, enviando avances cada dos días y buscando siempre retroalimentación inmediata para seguir mejorando. Su compromiso era contagioso, y su evolución fue tan notable que, en el segundo módulo, se sintió lo suficientemente segura como para ayudar a sus compañeros, convirtiéndose en una tutora extra dentro del grupo.



MEMOS II-ES Module in Mexico City

El resultado final fue extraordinario. Marcelina logró materializar su sueño al desarrollar un proyecto de inclusión social a través del balonmano en el municipio de Talatona. Lo que comenzó como una idea llena de dudas y desafíos se convirtió en una realidad que hoy está transformando vidas.

El proyecto no solo está en ejecución con gran éxito, sino que también ha recibido el prestigioso **Premio Alberto Madella**, un reconocimiento que celebra la excelencia y la innovación en iniciativas de impacto social. Este logro es un testimonio del esfuerzo, la pasión y la perseverancia que Marcelina puso en cada paso de su camino.

Más allá del reconocimiento, la historia de Marcelina es un ejemplo de cómo el deporte puede ser una herramienta poderosa para el cambio social. Su trayectoria en MEMOS no fue solo un aprendizaje técnico; fue también una lección de vida para todos los que tuvimos el privilegio de acompañarla.

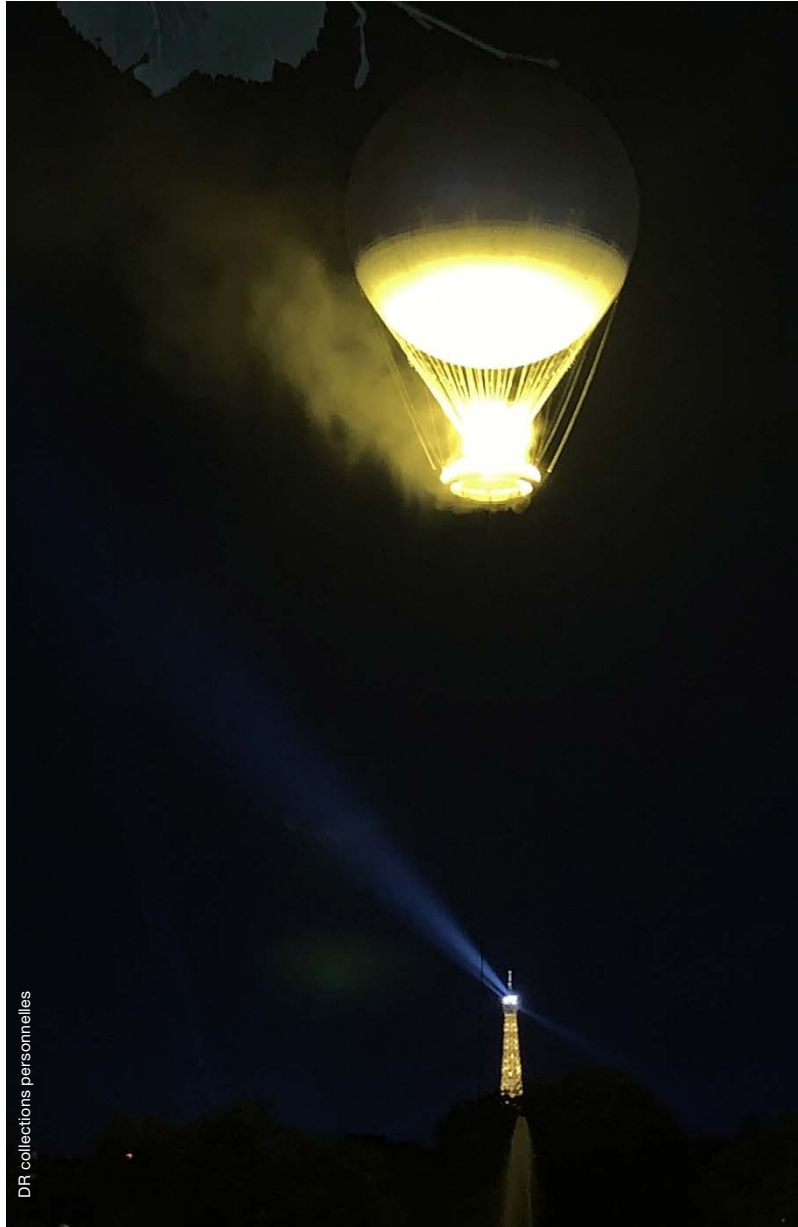
Marcelina nos enseña que los desafíos pueden ser oportunidades y que con dedicación y fe en uno mismo, es posible superar cualquier obstáculo. Su éxito no solo refleja su crecimiento personal, sino que también inspira a otros a creer en el poder transformador del deporte y en la posibilidad de cambiar el mundo, un paso a la vez.



MEMOS in Spanish participants and tutors at one of the sessions held in Mexico City.

MEMOS: the first thirty years

by Prof. Jean-Loup Chappelet, PhD,
and Prof. Thierry Zintz, PhD



MEMOS was the first international university programme created to develop Managerial Sciences in Olympic sport organisations. It has gradually become the benchmark for management training in National Olympic Committees (NOCs) and other Olympic sport organisations (OSOs) such as the International Olympic Committee (IOC) and international and national sport federations (NFs and IFs). It remains one of the few advanced sport management programmes that can be taken while still employed by an OSO. It celebrates its thirtieth anniversary in 2025. Its history deserves to be retraced in tribute to its more than one thousand one hundred graduates and to the forty or so lecturers who set it up and ran it from the mid-1990s onwards, in a spirit of excellence, friendship and respect for all.

Sport management

The discipline of 'sport management' first developed in the United States in the 1960s in the service of professional sport in North America and, in the 1970s, in Europe in the service of national sport systems mainly managed by not-for-profit sport organisations such as clubs and regional or national federations (NFs).

From the 1980s onwards, the international sport sector began to develop strongly around the IOC and certain federations such as the Fédération Internationale de Football Association (FIFA) and the Union Européenne des Associations de Football (UEFA). In the early 1990s, the European Community - the former name of the current European Union (EU), but with fewer member countries - began to realise that sport could be more than an economic activity: sport could play an important role in fostering the social and cultural cohesion called for by its leaders, notably Jacques Delors, its President from 1985 to 1995. Moreover, the 1992 Winter and Summer Olympic Games were held on its territory, in Albertville (France) and Barcelona (Spain) respectively, for the last time in the same year.

The European Network of Sports Science Institutes

It was also at this time that the European Network of Sport Sciences in Higher Education (ENSSHE) or Réseau Européen des Instituts de Sciences du Sport (REISS) was created to bring together more than 250 universities or tertiary-level training institutes in the field across the old continent. It was chaired by Professor Jean Camy, of the Université Claude Bernard Lyon 1 (FRA), and its General Secretary was Sancha de Prada, Director of the Institut Nacional d'Educació Física de Catalunya (INFEC) attached to the University of Leida (ESP). The REISS became the European Community's natural point of contact for issues relating to tertiary education in sport sciences in Europe. It had several committees, one of which was responsible for sport management. This committee wanted to set up an advanced European university degree in the field, to combine academic knowledge with practical know-how. A name had even been proposed: European Masters in Sports Organisation Management (MEMOS)¹.



IOC President Samaranch with the first MEMOS tutors and students

¹ The information in this paragraph and others was mainly provided by Prof. Jean Camy.

Birth of MEMOS

To present their idea, Jean Camy and a number of representatives from the Sports Management Committee met IOC President Juan Antonio Samaranch and Pere Miró, one of the heads of the Barcelona OCOG who would later become the Director of Olympic Solidarity, on 3 February 1992 in Lausanne, thanks to the contacts of Sancha de Prada. President Samaranch immediately supported the REISS idea and recommended that the National Olympic Committees be involved. He appointed Pere Miró to oversee the project.

A first edition was set up with the help of the Association of European NOCs (now EOC) and five NOCs, those of Spain, France, Italy, Luxembourg and Portugal, all countries member of the European Community and the origin of the first participants in the programme.

Following a second meeting in June 1993, this initial MEMOS consisted of eight modules, each lasting around a week, which were successively held face-to-face in Rome (twice), Barcelona, Luxembourg, Madrid, Paris, Lisbon and Lausanne, mainly in 1995 and 1996, although the very first module took place in Rome from 20 to 26 November 1994 at the Scuola dello sport of the Italian Olympic Committee (CONI) (see photo below of the first participants and some of the teachers).

The eighth and final module took place in Lausanne from 10 to 14 December 1996 at the Olympic Museum and was devoted to the presentation of the research projects carried out remotely by the participants during this first edition. This project was used to validate the diploma. Each module was under the responsibility of one of the participating universities or schools: Université Claude Bernard Lyon 1, INEF, Ecole nationale d'éducation physique du Luxembourg, Université Complutense de Madrid, Universidad de Limoges, Universidade Técnica de Lisboa, Scuola dello Sport. The Swiss Graduate School of Public Administration (IDHEAP) at the University of Lausanne was responsible for module 8. The courses were taught in French, Spanish, Italian and Portuguese.

Although it had been planned that each partner university would award the university certificate according to the origin of the participants, the diploma was finally awarded by the Université Claude Bernard Lyon 1. Among the first participants was Patrick Baumann, who was working at the International Basketball Federation (FIBA) at



President Samaranch, the first supporter of MEMOS, and Prof. Jean Camy



Participants and lecturers at the first module in Rome (ITA) on December 1994.



MEMOS II graduates in Lausanne in 1999

the time and later became its Secretary General and, as such, a member of the IOC, before his untimely death in 2018 during the Youth Olympic Games in Buenos Aires.

A second edition of MEMOS was organised in 1997-1999. Two new NOCs joined in: the NOC of Belgium, accompanied by the Commission of the country's universities active in physical education training, and the Swiss NOC with the Ecole Fédérale de Sport de Macolin, which was then running a network of Swiss physical education training institutes. This second edition was again organised into eight modules, which took place successively in Brussels, Madrid, Luxembourg, Rome, Paris-Lyon, Lisbon and Lausanne, but only in English or French, the two official languages of the Olympic Movement. The twenty or so participants in the first MEMOS have now been halved, and the evaluations call for major changes to the programme to better reflect the reality of the OSOs.

At the end of the last module of the second edition of MEMOS in July 1999, Professor Jean-Loup Chappelet took over the management of the programme at the suggestion of Professor Jean Camy. A meeting was held in Lyon in the autumn of 1999 with the latter and Alain Ferrand of Claude Bernard Lyon 1 University, at which the programme was completely overhauled around themes central to sport organisations, while retaining its well-known name. From now on, MEMOS would be organised into four modules over a period of twelve months and only in English: Strategic Management and Governance of European Sport; Marketing Management and the European Sport Market; Human Resources Management and Cultural Diversity in European Sport; Performance Management of European Sports Organisations. The first and last modules would take place in Lausanne, organised by IDHEAP, the other two with partner (European) universities (Complutense and Leiceister for the third edition called MEMOS 2000, which started in July 2000). Each module was and is still placed under the dual responsibility of an academic specialist in the field and a manager from a sports organisation. Each participant was followed by a tutor who helped him or her to draw up a management project for their Olympic sport organisation. The European dimension (which dated back to the REISS) was still very much present, and the logo of the Eurathlon programme was used as the first MEMOS logo, even though there was no financial contribution from this European Community programme. A brochure with a preface by Juan Antonio Samaranch and Jacques Rogge, then President of the European Olympic Committees, was widely distributed in the European NOCs.

The number of participants grew steadily. Some came for MEMOS 2000 from outside Europe, such as Thomas Sithole, who was an IOC member for Zimbabwe at the time.

Subsequent editions took place according to the new plan and were numbered with Roman numerals: MEMOS IV, MEMOS V, etc. following the example of the IOC's *The Olympic Partners* (TOP) programme. It was at this time that graphic designer Sophie Chappelet created the current MEMOS logo, which contributed to the MEMOS worldwide dissemination and is still in use today: five squares in the Olympic colours set between the five letters of the acronym M.E.M.O.S. This logo soon adorned MEMOS brochures and books, as well as pins, T-shirts, computer mouse pads, etc., produced by some participants for their colleagues.

The Executive Masters in Sport Organisation Management

From MEMOS VI onwards, the programme opened up to all continents and was renamed the 'Executive Masters in Sport Organisation Management'. It was strongly supported by Olympic Solidarity, which created a NOC Management department under the responsibility of Carolina Bayon, then Joanna Zipser-Graves with Catherine Laville. The first and last modules were still organised in Lausanne, but the second was now organised outside Europe (for the first time, in January 2006, in Cairo), while the third was still held in Europe. Applications were flooding in and the number of participants was set each year at 36, mainly from NOCs (in principle 7 from Africa, 7 from the Americas, 7 from Asia, 7 from Europe, 3 from Oceania and 5 from other organisations in the Olympic system). The applicants must, among other things, provide a letter of support from their OSO, hold a first university degree and propose a project to be carried out during their 'MEMOS year' as soon as they register.

The team of tutors was also becoming more international. In addition to the initial team of almost exclusively European tutors, there were now two professors from Australia and the United States (see the list of tutors).



MEMOS III graduates with IOC President Rogge



MEMOS IX participants and lecturers at the older Olympic House in September 2005



A MEMOS V dinner table with Marie Barsacq (French sports minister 2024-2025) after leading the impact and legacy division of the Paris 2024 organising committee.

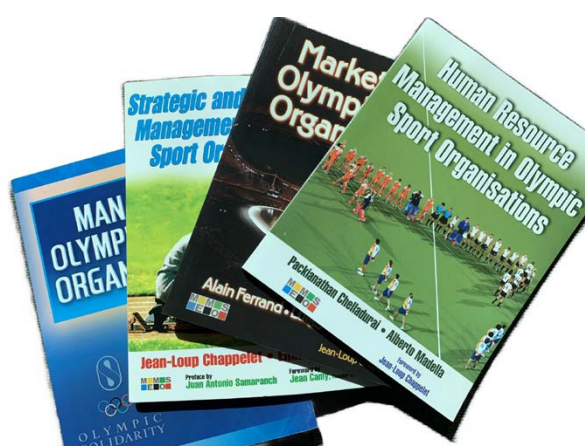
In principle, each tutor follows three or four participants throughout their MEMOS year and advises them face-to-face on two days set aside for this purpose at the end of each module. At the end of the course, three tutors assess the work done in a one-hour exam. If successful, a public presentation of the project is made at the Olympic Museum, and a graduation ceremony is organised with the IOC President or his or her representative, followed by the traditional MEMOS dinner, where a symbolic torch is passed from the past participants to the new ones (see the list of graduates).

From MEMOS VIII onwards, module 4 and module 1 are joined so that those who present their project at the Olympic Museum and obtain the diploma can meet those who are starting the programme for the following year. From then on, the following rhythm was established:

Module 1 in September of year N in Lausanne	Strategic management and governance of OSOs Jean-Loup Chappelet, Joan Duncan and Richard Palmer + project tutoring led by Ian Henry
Module 2 in February of year N+1 outside Europe	Marketing management of OSOs Alain Ferrand and Luigino Torrigiani + project tutoring led by Ian Henry
Module 3 in May of year N+1 in Europe	Human resources management in OSOs Packianathan Chelladurai and Alberto Madella + project tutoring led by Ian Henry
Module 4 in September of year N+1 in Lausanne	Defence and public presentation of MEMOS projects Ian Henry and tutors

Speakers from the host NOCs were invited to modules 2 and 3 to present their experiences in relation to the theme. The academic heads of the modules successively published three manuals on the subjects of their modules with the American publisher Human Kinetics: *Strategic and Performance Management of Olympic Sport Organisations* (by Jean-Loup Chappelet and Emmanuel Bayle in 2004), *Marketing of Olympic Sport Organisations* (by Alain Ferrand and Luigino Torrigiani in 2005), *Human Resources Management in Olympic Sport Organisations* (by Packianathan Chelladurai and Alberto Madella in 2006). These volumes made up the MEMOS collection, which was distributed to participants.

In 2007, Jean Camy and Leigh Robinson, still with Human Kinetics and with the help of Olympic Solidarity, coordinated a book with chapters



The MEMOS Collection

written by most of the tutors entitled *Managing Olympic Sport Organisations*. This book was used as a basis for the MOSO courses given by several MEMOS lecturers and tutors to trainers from the NOCs, who are then responsible for training their colleagues in their own countries and languages. These trainers are often MEMOS graduates. In this way, an entire NOC management training system was put in place, which had its origins in the 'Itinerant School of Sports Administration for the Training of NOC Leaders' set up by Anselmo Lopez, the first Director of Olympic Solidarity (Olympic Review no. 216, pp. 637-8, 1985). Successive editions of the MOSO book are distributed to the MEMOS participants during the first module.

As the programme developed, the question of the legal status of MEMOS began to arise. It was decided - not least to protect the name sometimes used elsewhere - that it would take the form of an association under Swiss law based in Lausanne. Its members are the tutors and lecturers who contribute to it over time. They meet for each module in a steering committee, which takes all the major decisions relating to the programme, including academic decisions. Between modules, the Director takes the necessary operational decisions. From a legal point of view, MEMOS is, therefore, an association of persons like the IOC, with its administration assumed by its director. In 2021, an agreement was signed between the MEMOS Association represented by the three MEMOS Directors and the IOC's Olympic Solidarity department, which largely finances the participants' MEMOS fees (and their travel). On the strength of these resources, the programme finances the work, travel and accommodation of the tutors and lecturers during the modules.

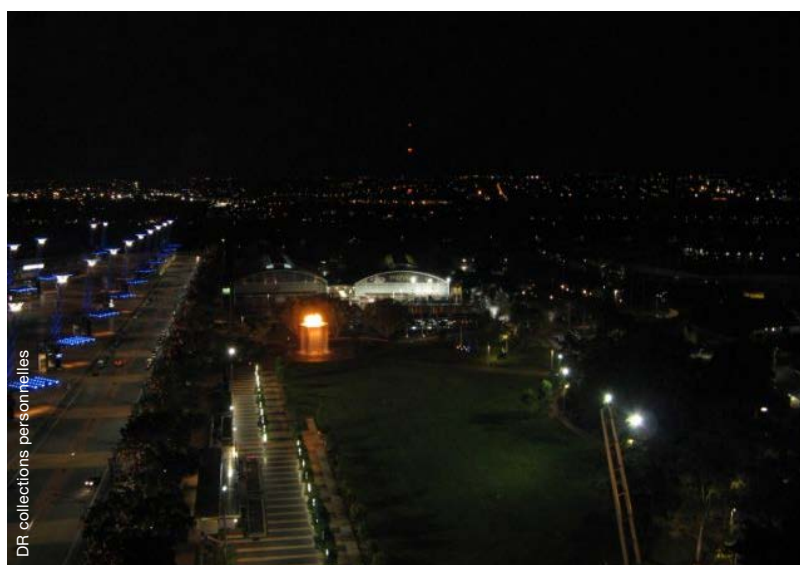
One programme, three editions and a network

The number of graduates (*Memosians*) is growing steadily during the beginnings of the 21st century, as is the list of cities and NOCs on all five continents hosting a MEMOS module (see the list below).

In view of the growing number of candidates, it was decided to organise editions of MEMOS every other year in French from 2008 and in Spanish from 2009, with the English edition still taking place every year.



MEMOS VIII participants and tutors in Kuala Lumpur



The Olympic cauldron of the millennium Games is lit during the MEMOS module held at Sydney Olympic Park in 8th June 2008



First MEMOS Convention at INEFC in Barcelona in 2008



Profs. Camy (Middle), Chappelet (Right) and Zintz (Left), the 3 first directors of MEMOS in English (in this order)

Alain Ferrand, now a professor at the University of Poitiers, took over the management of MEMOS in French, and his university awarded the university certificate in both French and English. This is formally a French Diplôme d'Université (DU), as it was from the start of the programme at the Université Claude Bernard Lyon 1. Alain Ferrand was replaced in 2021 by Dr. Mathieu Winand from the LUNEX University in Luxembourg. Prof. Andreu Camps has taken the management of MEMOS in Spanish, with Prof. Nuria Puig from INEFC as a co-director, and the corresponding university degree is awarded by the University of Lleida (ESP). Each version has its own tutors, although some of them are also involved in two editions. Graduate reunions were organised at the Olympic Games in Sydney 2000, Athens 2004, Beijing 2008, etc., for those present.

The MEMOS was a university degree (in three versions), but it also became a network. In November 2008, the INEFC in Barcelona organised the first convention for all the Memosians who wanted to attend. It brought together nearly 300 participants over three days in the city of the 1992 Olympics.

At the second MEMOS XIII module, held in Doha (Qatar) in February 2011, Jean-Loup Chappelet announced his intention to step down as director of the programme after being in charge for ten years. An election was held at the next steering committee meeting after the module in Malta (May 2011). Professor Thierry Zintz of the Université catholique de Louvain, holder of the Henri de Baillet-Latour and Jacques Rogge Chair and who had recently joined the team of tutors, was elected. He took over the management of MEMOS from MEMOS XIV. Jean-Loup Chappelet remained tutor. The university degree was now awarded by the Université catholique de Louvain (BEL). The same will be true for MEMOS in French during the disrupted period of the Covid-19 epidemic, which will see the emergence of distance and asynchronous teaching, opening up new possibilities for the introduction of specific modules or the possibility for as many people as possible to attend the public presentation of participants' projects in Lausanne.

As the MEMOS programme continued its course, some of the original teachers and tutors stepped down, and others joined. While Professors Manuel Britto, Packianathan Chelladurai, Richard Palmer and Andreu Camps (who decided to

concentrate on the Spanish programme) left the programme between 2008 and 2015, Professors Milena Parent, Mireia Lizandra, Donald Rukare, Francesc Solanellas and Benoît Séguin began contributing their skills in the early 2010s (for their affiliations, see the list of tutors). These arrivals helped add modules on OSO finance and sport event management to the existing programme.

The tragic death in 2008 of Professor Alberto Madella, a pillar of the programme since its inception, paved the way for the prestigious Madella Award, which, each year, rewards the best project in the programme's three editions, based on its quality and impact on the recipient's organisation (see below the list of recipients).

Following the Memosians' Convention held in Barcelona in 2008, a second convention was held ten years later in Cascais, Portugal. Four themes were at the heart of this convention: 'Excelling in Governance', 'United by Olympism', 'Defining our Future' and 'Five Rings of Marketing.' At the same time, alumni meetings during the Olympic Games have become institutionalised, and London 2012, Rio 2016, Buenos Aires 2018 and Paris 2024 bear witness to the diversity of alumni involvement in the Olympic Movement. In this respect, one anecdote deserves to be told: on a trip to Africa, President Rogge met MEMOS graduates who were quick to tell him so; this was repeated from country to country, and he saw in it a veritable Olympic network, to the point where some would tell him that he had devoted proselytes there. Today, Memosians are IOC members, presidents and/or secretaries general of international federations, national Olympic committees, national federations, and IOC executives, etc.

The 2018 MEMOS Convention, followed by the Covid-19 period, made it possible to create the MEMOS Network and the [memos.degree](https://www.memos.degree) website. The network is dynamic, thanks to the work of its coordinator Brigitte Berry, a Memosian, and the website is a source of knowledge and exchange.

In 2020, Professor Benoît Séguin of the University of Ottawa succeeded Professor Thierry Zintz as director of MEMOS in English. For personal reasons, he passed the torch in August 2022 to Professor Milena Parent, also from the University of Ottawa, which now awards the degree. She was formally elected Director in 2024. At the same time, Joanna Zipser-Graves, who coordinated MEMOS within Olympic Solidarity for many years, was appointed Associate Director of Olympic Solidarity, and Aurélie Hoëppe took over, assisted by Anne Wullemmin. The pro-



MEMOS graduates and tutors at the 2018 Summer Youth Olympic Games in Buenos Aires



Second MEMOS Convention in Cascais (POR)

programme's future is in good hands, and its development in line with the realities of the Olympic Movement is guaranteed.

Following changes in the 2020s, the programme is now organised as follows:

Session 1 in September of year N in Olympia (or Lausanne)	Strategic management and governance of OSOs Mathieu Winand and Donald Rukare MEMOS projects Leigh Robinson and tutors Finance of OSOs Francesc Sollanelas and Lee Frew
Session 2 in February of year N+1 outside Europe	Leadership and human resources management Tracy Taylor and Martijn van Westerop MEMOS projects Leigh Robinson and tutors
Session 3 in May of year N+1 in Europe	OSO marketing Alain Ferrand and Luigigino Torrigiani MEMOS projects Leigh Robinson and tutors Project and Event Management Milena Parent and Martin Schnitzer
Session 4 in September of year N+1 in Lausanne (or Olympia)	MEMOS projects defence and final presentations Leigh Robinson and tutors



Profs. Milena M. Parent and Benoît Séguin

In conclusion

The third MEMOS Alumni Convention will take place from 3 to 5 December 2025 in Rome, the city where it all began over thirty years ago, and where the Milano-Cortina 2026 Olympic Flame will arrive from Athens on 4 December 2025 to begin its relay across Italy.

It is an opportunity to celebrate an anniversary that many study programmes don't reach, and to find out what has become of many graduates working for Olympic sport organisations. Marco Mazzi, a MEMOS XXII graduate, is responsible for organising the event.

Over the last thirty years, MEMOS has evolved as the Olympic system and sport have evolved. Let's hope it continues to do so in the coming years, taking into account the views of trainees and trainers while maintaining the necessary collaboration between academics and professionals in the field.



List of past and current tutors of MEMOS

(1995-2025) in English, French, and Spanish

By alphabetical order of surnames, with current affiliation, *also lecturers, ‡deceased

MEMOS in English (from 1995)

- Dawn Aquilina**, Formerly Malta Football Association (MLT) and University of Lausanne (SUI)
Emmanuel Bayle, University of Lausanne (SUI)
Corrado Beccari, Scuola dello Sport (ITA)
* **Guillaume Bodet**, Université Claude Bernard Lyon 1 (FRA)
Laurent Boyer, INSEP Institut national du Sport, de l'expertise et de la performance (FRA)
Manuel Brito, University Lusófona de Humanidades e Tecnologias (POR)
* **Andreu Camps**, INEFC and University of Lleida (ESP)
* **Jean Camy**, University Claude Bernard Lyon 1 (FRA)
* **Jean-Loup Chappelet**, IDHEAP University of Lausanne (SUI)
* **Pakanathian Chelladurai**, Troy University (USA)
Lisa Delpy, George Washington University (USA)
* **Alain Ferrand**, University of Poitiers (FRA)
* **Ian Henry**, University of Loughborough (GBR)
Mireia Lizandra, University of Pennsylvania (USA)
* **Alberto Madella**, University of Florence and CONI Scuola dello Sport (ITA)
Denis Musso, INSEP Institut national du Sport, de l'expertise et de la performance (FRA)
* **Richard Palmer**, British Olympic Association (GBR)
* **Milena Parent**, University of Ottawa (CAN)
* **Ann Pegoraro**, University of Guelph (CAN)
Gustavo Pires, Instituto Superior Técnico Lisboa (POR)
* **Leigh Robinson**, University of Roehampton (GBR)
* **Donald Rukare**, Uganda Olympic Committee (UGD)
* **Benoît Séguin**, Hautes études commerciales Montréal (CAN)
* **Francesc Solanellas Donato**, INEFC Institut Nacional d'Educació Física de Catalunya (ESP)
* **Tracy Taylor**, RMIT Royal Melbourne Institute of Technology (AUS)
Eleni Theodoraki, University College Dublin (IRL)
* **Luc Vandeputte**, Université libre de Bruxelles (BEL)
* **Thierry Zintz**, Université catholique de Louvain (BEL)

MEMOS in French (from 2008)

- * **Gérard Barreau**, INSEP Institut national du Sport, de l'expertise et de la performance (FRA)
* **Emmanuel Bayle**, University of Lausanne (SUI)
* **Patricia Boujon-Delesque**, DIGES Délégation Interministérielle aux Grands Événements Sportifs (FRA)
* **Laurent Boyer**, INSEP Institut national du Sport, de l'expertise et de la performance (FRA)
* **Claude Legrand**, Université de Poitiers (FRA)
* **Emilie Malcourant**, Université catholique de Louvain (BEL)
* **Denis Musso**, INSEP Institut national du Sport, de l'expertise et de la performance (FRA)
* **Milena Parent**, University of Ottawa (CAN)

- * **Manoela Penna**, Experte en communication, marketing, innovation et durabilité sportive
- * **Nuria Puig**, INEFC Institut Nacional d'Educació Física de Catalunya (ESP)
Frédérique Roux, Université de Rennes 2 (FRA)
Aurélia Ruetsch, Global Esports Federation (France)
Nicolas Scelles, Manchester Metropolitan University (GBR)
- * **Benoît Séguin**, Hautes études commerciales Montréal (CAN)
- * **Francesc Solanellas Donato**, INEFC Institut Nacional d'Educació Física de Catalunya (ESP)
- * **Marijke Task**, University of Ottawa (CAN)
- * **Mathieu Winand**, LUNEX International University of Health, Exercise and Sport (LUX)
Géraldine Zeimers, Université catholique de Louvain (BEL)
- * **Thierry Zintz**, Université catholique de Louvain (BEL)

MEMOS in Spanish (from 2009)

- Clemencia Anaya Maya**, Comité Olímpico Colombiano (COL)
- * **David Cabello**, University of Granada, former president of the Spanish badminton federation (ESP)
Andreu Camps, INEFC, Universidad de Lleida (ESP)
Soraya Carvalho, Consultora Deportiva (BRA)
Estela Farías, INEFC, Universidad de Lleida (ESP)
- * **Klaus Heinemann**, Universität Hamburg (GER)‡
Vicente Javaloyes, INEFC Institut Nacional d'Educació Física de Catalunya (ESP)
Belén Lara, Consejo Superior de Deportes International Relations (ESP)
Lluís Lopez, Ex Director Federación Española de Montaña y Escalada
Leonardo Lucero, Comité Olímpico de Chile (CHI)
- * **Victor Mota**, Comité Olímpico de Portugal (POR)
- * **Javier Olivera**, INEFC Institut Nacional d'Educació Física de Catalunya (ESP)
Manuel Pastrana, Consultor Deportivo (ESP)
- * **Nuria Puig**, INEFC Institut Nacional d'Educació Física de Catalunya (ESP) and co-director MEMOS in Spanish (ESP)
- * **Carmen Ruiz**, Fencing world champion and sport coaching expert, High school teacher (ESP)
- * **Anna Vilanova**, INEFC Institut Nacional d'Educació Física de Catalunya (ESP)
Jordi Viñas, Consultor Deportivo (ESP)



Some MEMOS in English tutors after a long day of work

Testimonies

by some past and current MEMOS tutors and lecturers



COA Vice-President
Clemencia Anaya Maya

Clemencia Anaya Maya, Comité Olímpico Colombiano (COL) 🇨🇴

El MEMOS VIII en español proyectado de octubre de 2019 a noviembre de 2020, habría de sufrir el impacto de la pandemia mundial causada por el virus del COVID-19. En realidad, fue un reto académico, digital, y personal muy alto que puso a prueba los conocimientos y la confianza en sí mismos de todos los estudiantes a mi cargo y mi responsabilidad, compromiso y perseverancia como tutora.

Manuel Parga director de Marketing y Sostenibilidad del Comité Olímpico Español fue parte de mi grupo en esta edición. Llegó con la idea de formular un proyecto que planteara los retos de la Sostenibilidad en un Comité Olímpico Nacional. Un profesional con grandes conocimientos de mercadeo, con quien trabajamos intensamente para introducir en su trabajo la filosofía del olimpismo y la dimensión que esta tiene a la hora de plantear proyectos bajo la estructura del Movimiento Olímpico.

Nos conocimos en la instalación del programa en Barcelona en 2019 y volvimos a encontrarnos personalmente en noviembre de 2023. Toda nuestra labor fue posible gracias a la tecnología que nos permitió abrir la ventana para tendernos la mano de apoyo de un continente a otro mientras el mundo se derrumbaba a nuestro alrededor por la enfermedad.

Nuestras comunicaciones, a través de una cita por Zoom o un texto por WhatsApp o correos electrónicos se convirtieron en el puente para compartir y analizar la esencia del olimpismo, su filosofía de vida en busca del bienestar de los atletas y su impacto en la vida de todos los seres humanos. Todo ello sumado al momento histórico que estábamos viviendo dio como resultado la urgente necesidad de que el proyecto de Manuel se convirtiera en el Plan Estratégico de Sostenibilidad del Comité Olímpico Español.

El proyecto fue de un continente a otro (debido a mi residencia en Colombia), una y otra vez hasta que fue aprobado por el tribunal en las mejores condiciones alcanzadas gracias a la entrega de Manuel y su gran interés por aportar no sólo a su Comité Olímpico sino al Movimiento Olímpico general. Así las cosas, antes de hacer su última presentación en el auditorio de Museo Olímpico de Lausana, este ya se había dado a conocer en diferentes instancias internacionales y puesto en conocimiento de Comités Olímpicos Nacionales en eventos del COI.

En el año 2023, el sueño de Manuel de hacer realidad su proyecto en el Movimiento Olímpico español fue superado al lograr vincular a más de cuarenta federaciones deportivas nacionales y atraer nuevos patrocinadores contribuyendo de esta forma a la sostenibilidad económica del Comité Olímpico Español. La dificultad planteada por la pandemia del COVID-19 fue convertida en una oportunidad que cerró su participación en MEMOS al ser reconocido el Comité Olímpico Español con el Premio IOC Climate Action 2023 auspiciado por Airbnb, P&G y Deloitte y finalmente



Prof. Manuel Brito

Manuel recibió el Premio Alberto Madela al mejor proyecto del MEMOS VIII en español.

Por mi parte servir como puente para motivar y orientar este proyecto desde los valores olímpicos y la filosofía del olimpismo ha sido motivo de orgullo por la gestión de mi estudiante para contribuir a una vida mejor en todo el Movimiento Olímpico debido a que su Plan Estratégico de Sostenibilidad el COE ha sido acogido como inspiración por otros Comités Olímpicos Nacionales.

Manuel Brito, University Lusófona de Humanidades e Tecnologias (POR)

I took part in various editions of MEMOS as a Tutor for several years, and it was a very enriching and unforgettable experience for me, both personally and professionally, to be part of a group that has been a strong community like MEMOS for many years.

In fact, each group that has joined MEMOS stands for a global mosaic of people with deep ties to sport and vast professional experience, in many countries and in a variety of sporting contexts. The participants have usually been trained and work with a variety of sports management challenges, exchanging ideas and developing projects geared towards real applications in their organisations.

The collaborative atmosphere often gives rise to close personal and professional ties, as well as unique examples and practices of international sports culture and memorable events - whether through overcoming language and geographical barriers or discovering unexpected challenges that are often shared.

A recurring theme in MEMOS editions is the focus on networking and mutual support, which often leads to stories of alumni meeting up again years later to collaborate on projects. MEMOS alumni sometimes say that this programme has helped them to see sports management from a more holistic and international perspective, which may be indicative of its success and the full realisation of the aims that were initially formulated.

In 2005 I had the opportunity to organise one of the usual MEMOS modules in Lisbon, Portugal. This was a huge challenge for me and an excellent experience, which was enjoyed by all the participants who had the chance to visit continental Europe's westernmost country.

It's undeniable that MEMOS has made a very positive and enriching contribution to its students' very interesting and creative career choices, by participating in or leading specific projects and programmes that have a major impact on their careers, the organisations they belong to or even their countries. For all these reasons, my time at MEMOS is a remarkably high point in my long career in sport and the work I did supervising the work of many students was an unforgettable moment in my life.

Jean-Loup Chappelet, University of Lausanne (SUI)

Ayant été tuteur du MEMOS pendant trente ans et directeur du programme pendant dix ans, beaucoup de souvenirs me reviennent et il est clair qu'il n'est possible d'en évoquer que quelques uns.

Le premier que j'aimerais mentionner est celui du premier module du MEMOS III alors que reprenais la direction du programme. C'était en juillet 2000, il faisait une chaleur étouffante dans la salle Erni de l'hôtel Continental de Lausanne où nous avons organisé une longue table de conférence pour la vingtaine de participants. Au tout dernier moment nous pûmes obtenir des billets pour le meeting Athletissima qui se déroulait le dernier jour de ce premier module, une soirée extraordinaire dont tous se souviennent sûrement.

Je me souviens aussi particulièrement du module organisé par Martin Schnitzer dans des installations héritées des Jeux olympiques d'hiver 1976 et de l'Euro de football 2008. Nous eumes tous la chance de dévaler la piste de bobsleigh d'Igls près d'Innsbruck à plus de 100 km/h et beaucoup de G dans les virages, à quatre par bob avec, quand même, un conducteur-freineur.

La vasque du parc olympique de Sydney rallumée pour les participants du MEMOS XI alors que le Dalaï Lama était dans le même hotel que nous, et parfois dans le même assenseur; la rencontre avec le grand champion olympique kenyan Kipchoge Keino à Nairobi dans un restaurant servant de la viande de serpent lors du MEMOS XIV; le froid de canard de Beijing au mois de janvier lors du MEMOS XVIII compensé par l'accueil chaleureux du Comité olympique chinois et la visite du stade du nid d'oiseau avec photos dans la salle où le président chinois de 2008 accueillait ses invités; nos deux modules à Rio de Janeiro avant et après les Jeux olympiques de 2016; et d'autres souvenirs mémoisiens sont autant de moments inoubliables parmi tant d'autres.

Les présidents du CIO Juan Antonio Samaranch et Thomas Bach présidèrent la plupart des cérémonies de remise des diplômes qui se déroulèrent au Musée olympique et parfois dans l'aula de l'IDHEAP à Lausanne durant leurs mandats. Jacques Rogge ne pu se libérer qu'une seule fois pour les diplômés du MEMOS III. Nous lui avons demandé de faire un bref discours sur les défis et l'avenir du Mouvement olympique. Il esquiva très élégamment en expliquant que ce thème lui avait été fourni que quelques



With Kipchoge Keino and MEMOS participants in Nairobi (KEN) in 2012

minutes plus tôt, ce qui était exact ! Le président Samaranch a aussi remis les diplômes du MEMOS X alors qu'il était déjà président d'honneur; il reçu à cette occasion le premier pin MEMOS organisé par un des diplômés de cette édition. (photo on page 45)

Il faudrait aussi mentionner les dizaines de "tutees" que j'ai encadré pour la réalisation de leur projet MEMOS dont certains ont obtenu le Madella Award. Mais je ne le ferai pas faute de les citer tous et de peur d'en oublier quelques un-e-s. Ils ou elles se reconnaîtront sans doute et j'espère qu'ils ou elles en gardent un bon souvenir. Le MEMOS est en effet bien plus qu'un diplôme, c'est un réseau mondial de personnes impliquées dans le Mouvement olympique et c'est surtout des amitiés innombrables qui se sont formées entre tutees et tuteurs tout au long de ces trente dernières années. Longue vie au MEMOS !

Lisa Delpy, George Washington University (USA) 🇺🇸

More Similarities than Differences in Global Sports: The MEMOS Family

Over the 15 years of tutoring in MEMOS it has been a pleasure to work with students from across the globe. What I have found most interesting is that despite the unique native costumes worn during celebratory dinners or the different dialects or skin colors, we share the same love for our family, friends as well as passion to learn and improve.

Before or after long days in the classrooms, I see Memosians connecting with family via phone or video chats, and it's great to see family join either in person or virtually to support the final projects. Those who complete MEMOS have an immediate extended family and it's wonderful to know that a Memosian is only a text, email, or phone call away for advice or support. I've enjoyed helping to organize some of the Olympic Game Reunions and am always impressed by the hard work and achievements made by so many alums. The MEMOS Conference in Portugal, like the upcoming one in Rome, is also a great family reunion and a way to highlight the implementation of MEMOS projects. And let's not forget September 2022, when we celebrated the end of the pandemic with 2 graduating classes plus the incoming class.



MEMOS participants and tutors at Vaduz (LIE) in May 2024

In terms of capstone projects, what I've learned is that whether from a small or large country or organization, the needs for more funding, better governance, gender equity, enhanced talent identification and development are common throughout the world. The scope and approach may be different but the importance of sharing best practices through MEMOS is vital.

I've also enjoyed time with my fellow colleagues in juries as we discuss projects and explore the various host cities. With many now retiring from MEMOS, I will hold close the fun times, especially Luc's "dancing module" whether it was under the stars in Trinidad and Tobago or a club in Lausanne. I would also like to recognize Jean-Loup Chappelet for his vision and long serving commitment to MEMOS. It is Jean-Loup who introduced me to MEMOS and it is a privilege to be part of the family. I am excited to continue to share my experience and knowledge with past, present, and future Memosians and to help the Olympic flame forever shine bright.

Denis Musso, INSEP Institut national du Sport, de l'expertise et de la performance (FRA)

Arrivé à l'INSEP comme professeur, pour créer l'unité de droit-économie-management du sport fin 1991, j'ai effectué ma première intervention dans un des premiers du MEMOS, à Lisbonne à la fin des années 90. En effet à cette époque, le challenge était de donner au sport sa place dans l'Europe. Ainsi le Réseau européen des instituts des sciences du sport (REISS) s'était constitué en 1989 avec Jean Camy à sa tête. Outre des universités européennes, les instituts comme la Scuola dello Sport (CONI-Italie), l'ENEPS (Luxembourg), l'INEFC (Espagne Catalogne) ou l'INSEP (France) œuvraient régulièrement pour identifier l'emploi du sport en Europe et bâtir les compétences nécessaires pour l'exercer et le développer. En complément, une collaboration visait à créer des certifications « européennes » dans les métiers de l'entraînement, de la formation et du management. Aussi quand le MEMOS s'est créé, le E signifiait « européen » et le « O » organisations. Quelques années plus tard, le partenariat avec le CIO (SO) a progressivement, élargi au monde le programme. Avec l'INSEP j'ai eu le privilège de participer, en tant que professeur et tuteur, depuis l'origine à toutes les étapes de cette évolution jusqu'en 2019.

Le MEMOS s'est bâti et a grandi grâce aux qualités humaines et professionnelles des équipes internationales qui l'ont orienté et développé et aux valeurs d'amitié, d'excellence et de respect toujours entretenues. Devenu, pour le CIO, la formation de référence des managers de l'ensemble du mouvement olympique, il a et nous avons bénéficié du soutien et de l'aide constante, amicale, dévouée et efficace de la Solidarité olympique et de son équipe notamment Joanna, Aurélie, Carolina, Catherine... je leur transmets mes amitiés et leur dit un grand merci !

Si pour chaque Memosien, il est une expérience unique et une formidable opportunité pour développer ses compétences et faire partie d'un réseau olympique exceptionnel, imaginez alors, pour les professeurs et tuteurs, ce qu'ont pu être ces 30 années d'implication. Pour ma part, dans le Memos en français et celui en anglais, j'ai aussi beaucoup appris en retour grâce à toutes ces rencontres et ces accompagnements individualisés de



Denis Musso with Prof. Packianathan Chelladurai and his wife

participants venant du monde entier. Tshering, Sandeep, Vincent, Rob, Anne-Flore, Olek, Alicia, Sylvain, Hossein, Edgar, Raitis, Homeira, Dragos, Angelo, Shareef, Vatché, Miguel, Nathaniel, Abdallah, ... c'est à l'ensemble de mes « tutees » sur 30 ans, à qui je transmets mon amical souvenir. J'ai aussi une pensée pour ceux qui nous ont quitté, en particulier pour notre ami et professeur Alberto Madella et pour Safiétou Diatta, ma MEMOS tutee 2010-2011.

Mon attachement au programme me conduit à penser à son avenir. En 30 ans le monde a changé et le monde sportif aussi. Le MEMOS s'est adapté et il devra continuer à le faire pour rester cette formation de référence du monde olympique. Les défis à relever sont grands. Les organisations sportives et olympiques doivent agir dans des environnements sociaux, économiques, technologiques et politiques complexes et changeants. Prennent une place toujours plus grandes les technologies numériques et l'intelligence artificielle, les enjeux écologiques, le rôle des parties prenantes, les attentes de diversité et d'inclusion sociale, des fans et consommateurs de sport, l'évolution des modèles économiques et financiers, la gestion de crise et la gestion juridique. Alors le MEMOS avec le CIO, devra s'assurer que son programme reste à la pointe de l'innovation pédagogique et des compétences demandées par le secteur. Son positionnement et son histoire, lui permettent de détenir de nombreux atouts et le programme pourrait être judicieusement complété par « un observatoire mondial des évolutions sportives », un « conservatoire des pratiques sportives et de gestion », un « laboratoire d'innovation sportive », une « plate-forme d'e-learning complémentaire », et post-diplôme, un « système de mentorat professionnel » ... le MEMOS a 30 ans et ce n'est qu'un début!

Milena M. Parent, University of Ottawa (CAN) 🇨🇦

I first joined MEMOS in English and in French in 2012 as a lecturer for the Project and Event Management module. I then became a tutor in the English programme in 2016. I was drawn to the programme because of its emphasis on helping Olympic Movement decision-makers develop cutting-edge skills. It was also an opportunity to work with leading Olympic researchers and professors.

The first time I lectured to the whole MEMOS group, I was struck by its diversity and by the rich and respectful discussions that occurred between the students. I could see how the students were willing to help each other and foster a network that I know is still active today.



Prof. Milena Parent and Prof. Kostas Georgiadis with MEMOS graduate and Madella Award Winner Maja Pekovic (MNE)

Over the years, I have been fortunate to teach the Project and Event Management Module in French and English in different locations, where we would find events occurring simultaneously that we could use as part of our examples. One of the most memorable moments for me was teaching the French module in Belgium with the Tour de France Grand Départ taking place in Brussels at the same time. A perfect example of what we were discussing in class!

Likewise, I have been very lucky with my tutees over the years. My first cohort included Vita Balsyte (Lithuania) who went on to win the Madella Award with her Olympic Education project, Kristin Brynildsen (International Olympic Committee) whose risk management in the Olympic Games project was published as a research article in *Event Management*, and Mariett Matias (Portugal) whose para-swimming project was published in the *International Journal of Aquatics Research and Education*.

I have also been inspired by the desire I saw in the MEMOS students – and particularly in my tutees – to improve their organisations and national sport systems. For instance, Dimitrije Lazarovski took on the development of a bidding framework for para-sport federations, whereas Dunstan Nsubuga explored how the Ugandan government and its national Olympic committee manage and promote sport and Beatrice Ayikoru developed a team selection process for Uganda. Sagaya Abdulmumeen Olanrewaju examined how to strategically prepare Nigerian sport federations for international success, while Clarence Rolle investigated how to increase revenues for more sustainable sport programs and facilities in the Bahamas. In turn, Isabel Fehr sought to benchmark Liechtenstein's sport system to improve the country's sporting success and Zhou Jian (Jeans) explored the inclusion of Oceania in the Hangzhou Asian Games.

One aspect that reminds me of MEMOS's value is in how students from different cultural backgrounds can support each other. Ada Jaffery, for example, developed a model to empower Pakistan national team athletes through Olympic education, and she continues on this path to this day. Similarly, Kate Moorhouse sought to equip Canadian national team athletes to be Olympic Movement ambassadors. Not only did Ada and Kate benefit from being part of MEMOS and learning from each other, but they paid it forward so those around them could benefit as well.

It has also been great to see Olympians stay in the Olympic Movement and transition from athletes to managers with cutting-edge skills and impactful projects. Sandra Sassine kept her athlete focus by examining the national Olympic committees' role in an athlete engagement compensation framework, whereas Woodrow (Woody) Lawrence took his board of directors' perspective to develop a structural framework for effective and better governance in the Dominica (DMA) national Olympic committee.

Most recently, I transitioned from being a tutor to being the Director of the English MEMOS programme. This decision was not taken lightly. I knew that being the first woman to hold this position would come with challenges because, in some of the countries and cultural contexts with which MEMOS interacts, women face systemic barriers to achieving the same levels of respect, recognition, and access to opportunities as men, which can impact their ability to hold positions of influence and power. On International Women's Day, I received a series of impromptu messages on LinkedIn from women in the MEMOS network thanking me for stepping into the acting director role when the then director had to take a leave of

absence. Their messages of appreciation and encouragement to trailblaze in MEMOS and the Olympic Movement worldwide made me realize that despite the aforementioned challenges, the potential impacts for women and the Olympic Movement would be well worth putting my name forward to be elected as Director of MEMOS in English, a position I have officially held since February 2024.

Reflecting on the past 12 years, I realize I have grown professionally and personally due to my involvement in MEMOS. As much as the students have learned from my colleagues and me, I have learned as much, if not more, from their various experiences and perspectives. My interactions with Olympic Solidarity and the MEMOS students, professors, and alumni have helped me grow into my leadership role. My sincere thanks to all of you! As we celebrate the 30th anniversary of MEMOS, I am proud to have been part of MEMOS and to help steer it into the future.

Manuel Pastrana González, Comitato Olímpico Español (ESP)

I am a MEMOS student from the 3rd promotion of the Spanish edition, 2009-2010. In the 4th promotion I joined the staff of teachers and tutors. My project entitled “Use Of The Virtual Teaching Platform In Spanish Sports Organizations” was not only a success in its application to the Spanish federations, but it was also used for the 4th promotion of MEMOS in Spanish and from 2011 to the present date, with the logical evolution of these technological tools, it continues to be used as the e-learning platform for the current edition (<https://memos-esp.olimpiada.es/>).

From my point of view and with the experience of 15 years sharing moments with the students and teachers/tutors of 7 promotions, the impression that I highlight above all is “the spirit of brotherhood” that arises promotion after promotion. Close human bonds have been created between students, between students and teachers, and much more intense ones between students.

The years go by and distance does not cool the relationship. And, for me, the most exciting thing is that when we meet again on a phone call, in a video conference or in person at one of the sporting or non-sporting events of our “Olympic movement”, the first thing that comes up is A SMILE, and this is the sign of the health and depth of the bond that MEMOS has created between us.

There are many anecdotes for such a small space, but I highlight this one:

Avelina Jandi, a student from Guinea-Bissau, had to use two classes to finish her graduation for different reasons. In the final phase in the module held in Cape Verde, at the official farewell dinner, the students began to chant my name so that I would come out to sing with the musical group that was livening up the moment. I have no problems doing it, but my singing skills are NULL. But as Avelina’s tutor, I knew that she had composed a song for that MEMOS promotion and that she didn’t dare to sing it. Well, I went out to sing and tried my hand at it to make everyone smile, but then I called her up to the stage with me, she went up and sang a magnificent MEMOS song that we all learned and sang the chorus with her. Thank you very much Filomena (president of the NOC and now IOC Member) for that magnificent evening.

Eva Jenny Martínez, student from Peru. From the beginning she became a model student, guide, motivator of activities, and mother of all. Her impact on the group was maximum, after module 2 in Costa Rica, on a family trip to Barcelona, a fatal accident took our friend away from us forever. Rest in peace Jenny.

Benoît Séguin, HEC Montréal (CAN) 🇨🇦

Celebrating the 30th anniversary of MEMOS is an opportunity to reflect on its impact on my career and personal development. Since my first experience as a tutor in 2010, MEMOS has been much more than an academic program. It has provided valuable learning experiences, professional growth, and strong connections with students and colleagues from around the world.

Mon parcours avec MEMOS a commencé en 2010 en tant que tuteur pour l'édition francophone. L'expérience humaine et académique que j'ai vécue cette année-là m'a profondément marqué et a confirmé mon désir de rester impliqué. Travailler en étroite collaboration avec les étudiants, les accompagner dans leurs projets et observer leurs progrès a été une grande source de satisfaction. C'est à ce moment-là que j'ai véritablement ressenti l'impact transformateur de MEMOS, non seulement sur les participants mais aussi sur les tuteurs eux-mêmes.

Quelques années plus tard, j'ai eu l'opportunité d'élargir mon rôle et de devenir enseignant dans les nouveaux modules de gestion des événements, à la fois pour MEMOS en français et MEMOS en anglais. Enseigner ce module avec Martin Schnitzer en anglais et Milena Parent en français a été une expérience enrichissante. J'ai énormément apprécié leur expertise, leur engagement et surtout leur amitié. Les discussions sur les défis et les meilleures pratiques en gestion des événements sportifs à travers le monde étaient toujours stimulantes. J'ai également pris plaisir à aborder des sujets comme le ambush marketing, qui suscite toujours des débats passionnants sur son impact sur les grands événements sportifs, la protection des marques et les stratégies marketing créatives.



MEMOS XXII participants with Canadian mittens in Ottawa

Being a tutor has been a rewarding and very humbling experience. I worked with students from diverse backgrounds, some from regions very different from Canada. Their stories, challenges, and successes provided insights into sports management in different contexts, often in complex environments. These experiences reinforced the importance of humility, listening, and understanding cultural differences in our field. MEMOS provides a space where students can critically analyze these differences and share insights from their own experiences, making learning more practical and relevant.

A special milestone for me was welcoming MEMOS to the University of Ottawa for two different sessions, one in May 2015 and the other in January 2019. Hosting MEMOS at my home institution was an honour. The 2019 session, held in January, was particularly memorable. Known as the “coolest” MEMOS ever, students experienced a true Canadian winter with lots of snow, ice, and freezing temperatures. In addition to academic work, we had the opportunity to watch an NHL game featuring the Ottawa Senators, skate on the Rideau Canal, and experience Canadian hospitality. These activities provided a unique cultural experience that complemented the learning environment.

My involvement in both English and French MEMOS reinforced my belief that one of MEMOS’s greatest strengths is its diversity. Regardless of language or culture, students come from different continents, backgrounds, and professional experiences, all with the shared goal of improving their sport management skills while embracing the Olympic values of friendship, sharing, support, and excellence. These values create a unique learning environment where students and faculty grow together. This experience has also influenced my own approach to teaching, first at the University of Ottawa and now at HEC Montréal. The emphasis on collaboration, real-world application, and cross-cultural learning that defines MEMOS continues to shape how I engage with students, encouraging them to think critically, adapt to different contexts, and apply their knowledge in meaningful ways.

I am grateful to all the MEMOS students I have worked with over the years. Their dedication, curiosity, and hard work have made MEMOS a rewarding experience. The program goes beyond academic learning by building a global network of professionals who contribute to the development of sport.

Un merci à tous mes collègues de MEMOS, et plus particulièrement à Thierry Zintz, qui a été le directeur de MEMOS en anglais, et à Alain Ferrand pour MEMOS en français, qui m’ont accueilli au sein de l’équipe MEMOS. Leur engagement et leur leadership ont joué un rôle clé dans le succès du programme. Ils ont véritablement incarné l’esprit de MEMOS, et leur engagement à favoriser un environnement d’apprentissage collaboratif et enrichissant a laissé une empreinte durable sur les participants et le corps professoral.

Alors que nous célébrons ce 30^e anniversaire, je me sens privilégié de faire partie de la communauté MEMOS. Ce programme est bien plus qu’un programme académique – c’est un réseau qui contribue à l’amélioration de la gestion du sport à l’échelle mondiale. Les fondateurs de ce programme, sous la direction du professeur Jean Camy, puis du professeur Jean-Loup Chappelet, étaient de véritables visionnaires, et son développement ainsi que son importance croissante dans le monde olympique en sont la preuve. Je souhaite beaucoup de succès à Mathieu Winand, Milena Parent et Andreu Camps alors qu’ils conduisent MEMOS vers l’avenir.

Joyeux 30^e anniversaire, MEMOS!

Tracy Taylor, RMIT Royal Melbourne Institute of Technology (AUS)

It has been my great pleasure to be a contributor, as a Professor of Human Resource Management and Leadership (HRML) and a tutor, on MEMOS (English) since 2009. These past 15 years have flown back quickly and taking time to pause and reflect on the amazing people, places and projects that I have had the privilege of connecting with over this time.

I have been incredibly fortunate to work with an experienced and highly regarded community of fellow professors and tutors, and to learn from each and every MEMOS participant cohort. These experiences have enriched both my personal and professional knowledge, skills and practice.

In my initial foray into the Olympic Solidarity and MEMOS communities, I had the privilege of co-facilitating the HRML module with the esteemed Professor Packianathan Chelladurai, fondly referred to as Chella by all. Chella was an excellent role model for all involved in MEMOS, an intellectual whose work in HRM is world renowned. Those first years brought a range of memorable experiences including the introduction of graded assessment – which certainly focused the minds and attention of our participants to a greater degree. Throughout these years, the ways in which we have delivered the HRML module changed to reflect current trends and practices, but always stayed true to its core values and principles of providing our participants with interactive, experiential and challenging learning experiences. Our learning approach is designed to support each participant to grow both personally and professionally, and the ways in which this has occurred has been truly remarkable.

Some standout MEMOS hostings include: the MEMOS dinner in the Royal Car Museum in Jordan, getting snowed in for the Colorado Springs and Ottawa modules, riding down the bobsled course in Innsbruck, having fun in the sand dunes in Qatar, and of course the more recent Sydney hosting at the glorious Manly beach.

Our alumni hold amazing leadership positions and influential roles around the globe, making a positive difference to their respective sport communities. Many of the MEMOS projects have been the catalyst for change, some having minor but hugely significant impact, others igniting major cultural or



Participants and lecturers of the first module of MEMOS XXV

organisational change. There are way too many shining examples to call out specific individuals – but their contributions are truly inspirational.

As MEMOS moves into its third decade, we celebrate our community of alumni and professors who have worked together to build a program where knowledge and cultural exchange of ideas takes precedence. We can take pride in our commitment to the pursuit of equity, inclusion, collaboration and excellence. I look to MEMOS continuing to lead, re-imagine and reshape the future of Olympic sports around the world with social justice at its core.

Thierry Zintz, Université catholique de Louvain (BEL)

Mon arrivée dans le MEMOS doit tout à mon promoteur de thèse et fondateur du programme MEMOS, le professeur Jean Camy. En effet, engagé de longue date dans le mouvement olympique en Belgique (membre du conseil d'administration, puis vice-président du Comité Olympique et Interfédéral Belge), j'ai éprouvé, à 45 ans, le besoin de faire une thèse de doctorat qui aurait pour thème le management du changement dans les organisations sportives. Nul, mieux que Jean Camy, n'aurait pu être mon promoteur. Jean fut aussi un guide puisqu'il m'emmena avec lui, dans le MEMOS, dès l'année 2007 comme tuteur puis comme co-enseignant dans le module consacré à la gouvernance des organisations sportives olympiques. Ce fut d'abord dans le programme en anglais et bientôt aussi dans le programme en français.

À Malte, en 2010, j'ai eu le privilège de succéder à Jean-Loup Chappelet à la direction du MEMOS en anglais et à la coordination des trois programmes (anglais, français, espagnol). J'ai pu assumer ce rôle jusqu'en 2021, au nom de l'Université catholique de Louvain (BEL). C'est à ce moment que j'ai cédé le relais à Benoît Séguin et Milena Parent, de l'Université d'Ottawa (CAN).

Le travail de développement des programmes annuels (recherche de lieux pour les modules, développement des programmes avec les organisateurs locaux, coordination avec les enseignants des différents modules et avec les tuteurs) fut prenant et presque quotidien. À titre d'exemple, ce sont des dizaines de diplômés qui ont sollicité une certification de leur diplôme pour poursuivre d'autres études, ou d'autres qui demandaient des lettres de recommandation pour accéder à un nouvel emploi dans le monde du sport olympique. Mais ce sont aussi quelques très beaux souvenirs que je voudrais mettre en exergue.

Au cours de 19 MEMOS en anglais, à raison de 36 étudiants par année, ce sont près de 700 Mémosiens, dont plus de 70 tuteurs que j'ai eu le privilège de connaître. S'y ajoutent près de 200 Mémosiens du MEMOS en Français.

C'est également le souvenir des rencontres organisées avec les Mémosiens actifs aux Jeux Olympiques à Beijing (2008), Londres (2012), Rio (2016) et Paris (2020). Le Comité Olympique et Interfédéral Belge en a été à chaque fois l'hôte et les expériences et souvenirs échangés à ces occasions résonnent encore dans la mémoire de ceux qui étaient présents.

C'est aussi la rencontre du 14 janvier 2020 avec le Président Bach, pour les Mémosiens présents et actifs à l'occasion des Jeux Olympiques d'hiver de la Jeunesse à Lausanne. Cette rencontre au siège du CIO fut pour eux

l'occasion d'échanger avec le Président, mais aussi de découvrir la nouvelle Maison Olympique.

Je ne pourrais bien sûr pas oublier les rencontres personnelles avec le Président Bach, le 5 septembre 2014 et le 26 octobre 2022. Si elles avaient un caractère personnel, c'était surtout, de sa part, des actes d'intérêt et de soutien au programme MEMOS, tout comme les multiples fois où il est venu personnellement remettre les diplômes, au Musée Olympique.

Longue vie au MEMOS!



MEMOS graduates with IOC President Bach and Prof. Thierry Zintz during Winter Youth Olympic Games Lausanne 2020 © IOC/Greg Curchod



MEMOS XIV participants during first module



DR collections personnelles

The Alberto Madella Award

Prof. Alberto Madella was a professor at the Scuola dello sport del CONI and at the University of Florence. He was associated to the MEMOS degree from its inception in the 1990s. He organised a MEMOS module in Ragusa, Sicily, Italy. He died prematurely in 2006. In his honour, the Madella Award was created in 2011 for each edition of the MEMOS (in English, French and Spanish) to celebrate a MEMOS project which develops realistic recommendations and a strong, feasible action plan that will positively impact the host sport organization or system. The Madella Award is determined through an independent panel of MEMOS tutors that evaluates the candidates to select the winner.



Prof. Alberto Madella (1956-2006)



Christine Walshe (USA)
receiving her certificate
from IOC President Bach

The past Madella Award winners are:

MEMOS in English		
Vaneisha Cadogan	BAR	MEMOS XIII
Tony Cunningham	IRL	MEMOS XIV
Jiyeon Oh	KOR	MEMOS XV
Mehdi Ghadami	IRI	MEMOS XVI
Michelle Brown Hurtado	USA	MEMOS XVII
Christine Walshe	USA	MEMOS XVIII
Todd Denis	CAN	MEMOS XIX
Vita Balsyte	LTU	MEMOS XX
Matthias Van Baelen	BEL	MEMOS XXI
Danielle Lopez	USA	MEMOS XXII
Not awarded		MEMOS XXIII
Not awarded		MEMOS XXIV
Agaath Doeleman – van den Ende	NED	MEMOS XXV
Maja Pekovic	MNE	MEMOS XXVI
Korlita Hamilton	DMA	MEMOS XXVII

MEMOS in French		
Sahir Edoo	MRI	MEMOS V-FR
Joyce Diniz Ardies	BRA	MEMOS VI-FR
Andrea Sensi	FRA	MEMOS VII-FR
Yves L'Eplattenier	SUI	MEMOS VIII-FR
Nicky Van Rossem	BEL	MEMOS IX-FR
Gévrise Emame	FRA	MEMOS X-FR

MEMOS in Spanish		
Carmen A. Torres Rodríguez	PUR	MEMOS II-ES
José Maria de Santucci	BRA	MEMOS III-ES
Rodrigo Dosal Ulloa	MEX	MEMOS IV-ES
Cristian Roldan	ARG	MEMOS V-ES
Damaris Itzel Young Aranda	PAN	MEMOS V-ES
Anabela Moccia	ARG	MEMOS VI-ES
Carlos Rodolfo Siffred	ARG	MEMOS VII-ES
Manuel Parga Landa	ESP	MEMOS VIII-ES
Marcelina Kiala	ANG	MEMOS IX-ES

MEMOS module and session's locations

MEMOS in English

MEMOS I	Rome	Barcelona	Luxembourg	Madrid	Paris	Rome	Lisbon	Lausanne
MEMOS II	Bruxelles	Barcelona	Madrid	Luxembourg	Rome	Paris-Lyon	Lisbon	Lausanne
MEMOS III	Lausanne	Luxembourg	Rome	Lausanne				
MEMOS IV	Lausanne	Leicester	Madrid	Lausanne				
MEMOS V	Lausanne	Bruxelles	San Marino	Lausanne				
MEMOS VI	Lausanne	Cairo	Kuwait City	Lausanne				
MEMOS VII	Lausanne	Barcelona	Loughborough	Lausanne				
MEMOS VIII	Lausanne	Kuala-Lumpur	Lisbonne	Lausanne				
MEMOS IX	Lausanne	Rio	Ragusa	Lausanne				
MEMOS X	Lausanne	Colorado Springs	Ljubljana	Lausanne				
MEMOS XI	Lausanne	Saarbrücken	Sydney	Lausanne				
MEMOS XII	Lausanne	Innsbruck	Aman	Lausanne				
MEMOS XIII	Lausanne	Doha	Malta	Lausanne				
MEMOS XIV	Lausanne	Nairobi	Paris	Lausanne				
MEMOS XV	Lausanne	Port of Spain	Bratislava	Lausanne				
MEMOS XVI	Lausanne	Hanoi	Zagreb	Lausanne				
MEMOS XVII	Lausanne	Antigua de Guatemala	Vierumäki (FIN)	Lausanne				
MEMOS XVIII	Lausanne	Beijing	Riga	Lausanne				
MEMOS XIX	Lausanne	Belgrade	Ottawa	Lausanne				
MEMOS XX	Lausanne	Gaborone	Papendal (NED)	Lausanne				
MEMOS XXI	Lausanne	Colorado Springs	Ljubljana	Lausanne				
MEMOS XXII	Lausanne	Ottawa	Skopje	Lausanne				
MEMOS XXIII	Lausanne	online	online	online				
MEMOS XXIV	online	online	Dubai	Lausanne				
MEMOS XXV	Lausanne	Rio	Olympia	Lausanne				
MEMOS XXVI	Lausanne	Buenos Aires	Malbun	Olympia				
MEMOS XXVII	Olympia	Rabat	Nicosia	Lausanne				
MEMOS XXVIII	Lausanne	Hammamet	Bucharest	Olympia				



MEMOS X participants and tutors in Slovenia (Ljubljana module)



MEMOS X graduates and tutors with President Samaranch, Profs. Jean Camy and Jean-Loup Chappelet at the Olympic Museum in Lausanne



MEMOS X at USOC training Center in Colorado Springs (USA)

MEMOS in French

DESS	Paris	Paris	Paris
Master MOS	Paris	Paris	Paris
MEMOS III-FR	Bruxelles	Tunis	Paris, Lausanne
MEMOS IV-FR	Bruxelles	Poitiers	Paris, Lausanne
MEMOS V-FR	Bruxelles	Rabat	Paris, Lausanne
MEMOS VI-FR	Paris	Kigali	Paris, Lausanne
MEMOS VII-FR	Paris	Maurice	Louvain-la-Neuve, Lausanne
MEMOS VIII-FR	Paris	Andorre	Louvain-la-Neuve, Lausanne
MEMOS IX-FR	<i>on line</i>	Pétange	Paris, Lausanne
MEMOS X-FR	Olympie	Hammamet	Differdange, Lausanne
MEMOS XI-FR	Olympie	Cotonou	Pétange, Lausanne



Master MOS graduates in Lausanne

MEMOS in Spanish

MEMOS I-ES	Barcelona	Ciudad de Mexico	Madrid, Lausanne
MEMOS II-ES	Barcelona	Ciudad de Mexico	Madrid, Lausanne
MEMOS III-ES	Barcelona	Ciudad de Guatemala	Madrid, Lausanne
MEMOS-IV ES	Barcelona	Santiago de Chile	Madrid, Lausanne
MEMOS V-ES	Barcelona	San Juan de Puerto Rico	Madrid, Lausanne
MEMOS VI-ES	Barcelona	Bogotá, Colombia	Madrid, Lausanne
MEMOS VII-ES	Barcelona	Praia Cabo Verde	Madrid, Lausanne
MEMOS VIII-ES	Barcelona	<i>on line</i>	Madrid, Lausanne
MEMOS IX-ES	Barcelone (en ligne)	San José Costa Rica	Madrid, Lausanne
MEMOS X-ES	Barcelona	Ciudad de México	Madrid, Lausanne
MEMOS IX-ES	Barcelona	Ciudad de Mexico	Madrid, Lausanne



MEMOS II-ES module at the IOC Headquarters in 2006

List of all MEMOS graduates



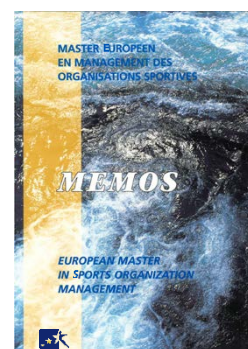
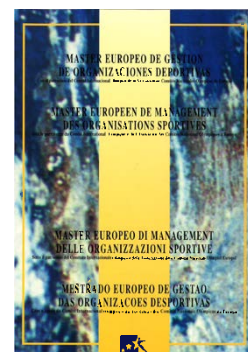
A lecture by Dick Palmer at former Olympic House during the first module of MEMOS VII

By edition and alphabetical order of the surname
(‡ = deceased; IND=independent)

MEMOS in English

MEMOS I		
MEMOS I	ITA	Antonio Amatulli
MEMOS I	SUI	Patrick Baumann‡
MEMOS I	ITA	Giuseppe De Capua
MEMOS I	ITA	Michele De Lauretis
MEMOS I	ITA	Massimo Di Marzio
MEMOS I	FRA	Michel Filliau
MEMOS I	LUX	Paul Hengesch
MEMOS I	LUX	Michel Lanners
MEMOS I	ESP	Lluís López Leiro
MEMOS I	ITA	Stefano Manca
MEMOS I	IOC	Pilar Rivière
MEMOS I	IHQF	Dino Rossi
MEMOS I	ITA	Mauro Schiavone
MEMOS I	POR	Fernando Manuel Silva Parente
MEMOS I	ITA	Giuliano Spingardi

MEMOS II		
MEMOS II	ITA	Marco Arpino
MEMOS II	SUI	Arno Krattinger
MEMOS II	ITA	Claudia Manca
MEMOS II	ITA	Ettore Mazzilli
MEMOS II	FRA	Volcy Normand Beutter
MEMOS II	POR	Pedro Nuno Sequeira Ribeiro
MEMOS II	BEL	Alexandre Walnier





MEMOS III	SUI	Sandro Arcioni
MEMOS III	SUI	Jean-François Baur
MEMOS III	IOC	Cédrine Beney
MEMOS III	ESP	Marti Xavier Bennassar Torandell
MEMOS III	BUL	Fani Ilianova Bogdanova
MEMOS III	GER	Jörg Brokamp
MEMOS III	ITA	Laura Cantanna
MEMOS III	MLT	Joseph Cassar
MEMOS III	POR	Jorge Fernandes de Castro Salcedo
MEMOS III	LUX	Georges Diderich
MEMOS III	SUI	Laurent Giauque
MEMOS III	UEFA	Thomas Giordano
MEMOS III	IOC	Eric Hauck
MEMOS III	ISU	Rowland Jack
MEMOS III	GER	Kerstin Kirsch
MEMOS III	FRA	Claude Legrand
MEMOS III	SCG	Pedrag Manojlovic
MEMOS III	SUI	Pierre Morath
MEMOS III	SCG	Dragana Clarke Pavlovic
MEMOS III	MEX	Mario Antonio Ramirez
MEMOS III	LUX	Roby Reiland
MEMOS III	ISU	Fredi Schmid
MEMOS III	IOC	Giancarlo Sergi
MEMOS III	ZIM	Tomas A. Ganda Sitholé
MEMOS III	FRA	Gilles Thomas
MEMOS III	GRE	Angeliki Vogiatzi
MEMOS III	SUI	Walter Zwygart



MEMOS IV	PLE	Wael Tawfeek Afana
MEMOS IV	CYP	Christodoulos Anastasiou
MEMOS IV	ICF	Volker Bernardi
MEMOS IV	GRE	Maria Chrysikakou
MEMOS IV	POR	Nuno Delicado
MEMOS IV	POR	José Dias Tomé
MEMOS IV	ATHOC	Angelos Dimitropoulos
MEMOS IV	ITA	Giovanni Esposito
MEMOS IV	FISU	Anita Flamand-Prochaska
MEMOS IV	POR	Victor Manuel Fonseca da Mota
MEMOS IV	FRA	Philippe Graille
MEMOS IV	BIH	Slaven Kovacevic
MEMOS IV	IHF	Gijs Langevoort
MEMOS IV	ISR	Michel Madar
MEMOS IV	ESP	Jaume Massons
MEMOS IV	ROU	Mihaela Mioc
MEMOS IV	IGF	Stéphanie Parel
MEMOS IV	SLO	Damjan Pintar
MEMOS IV	ATHOC	Ioannis Psarelis
MEMOS IV	NED	Herman Ram
MEMOS IV	USA	John Ruger
MEMOS IV	FISA	Sheila Stephens

MEMOS IV	IOC	Jadranka Stikovic
MEMOS IV	GER	Jörn Verleger
MEMOS IV	FIBA	Romain Vez
MEMOS IV	IOC	Yassine Yousfi
MEMOS IV	LUX	Pol Zens
MEMOS IV	ITA	Leonardo Zizzi

MEMOS V	ICMG	Amar Addadi
MEMOS V	FRA	Marie Barsacq
MEMOS V	ITA	Filippo Bazzanella
MEMOS V	ALB	Stavri Bello
MEMOS V	ITA	Fabrizio Biffi
MEMOS V	SCG	Pedrag Bogasavljev
MEMOS V	GER	Angela Daalman
MEMOS V	EGY	Ahmed Enan†
MEMOS V	GRE	Georgia Fyrigou
MEMOS V	SUI	Patricia Gacond
MEMOS V	NED	Hans Gootjes
MEMOS V	PLE	Ghassan Haddad
MEMOS V	BUL	Kosta Iliev
MEMOS V	SVK	Peter Kostik
MEMOS V	FRA	Didier Lehenaff
MEMOS V	ROU	Virginia Oprisan
MEMOS V	IOC	Jérôme Poivey
MEMOS V	FEI	Nathalie Rodriguez
MEMOS V	POR	Carlos Santos
MEMOS V	CAM	Meas Sarin
MEMOS V	WADA/AMA	Julien Sieveking
MEMOS V	SUI	Sandra Storjohann
MEMOS V	UCI	Christian Varin

MEMOS VI	OMA	Cheik Ahmed Bin Hashil Al Maskari
MEMOS VI	KSA	Muneeb Al-Dossari
MEMOS VI	QAT	Sheikh Saoud Bin Abdulrahman Al-Thani
MEMOS VI	SEY	Robert Auguste
MEMOS VI	KEN	Fred J.O. Awuor
MEMOS VI	BAH	Dr. Lawrence Davis
MEMOS VI	NZL	Richard de Groen
MEMOS VI	NGR	Clement Fasan
MEMOS VI	TTO	Catherine Forde
MEMOS VI	ETH	Dagmawit Girmay Berhane
MEMOS VI	COL	Guillermo González López
MEMOS VI	ERI	Ghirmay Hadgu
MEMOS VI	SUD	Ahmed Abuelgasim Hashim
MEMOS VI	KAZ	Viktor Kim
MEMOS VI	ESA	Bernardo López Davidson
MEMOS VI	MAS	Rajendran Mariappen
MEMOS VI	NAM	Daniel Nel
MEMOS VI	CHI	Jorge Núñez





MEMOS VI	KOR	Kwon Park
MEMOS VI	USA	John Herbert Perez
MEMOS VI	ARG	Martín Rodríguez
MEMOS VI	SRI	H.U. Silva
MEMOS VI	FSM	Craig Strudwick
MEMOS VI	TAN	Leonard Thadeo
MEMOS VI	VIE	Ly Duc Tu
MEMOS VI	SUR	Guno Van der Jagt
MEMOS VI	VIN	Calvert Woods†
MEMOS VI	CHN	Jing Zhou

MEMOS VII	KUW	Obaid Zayed Al-Anzi
MEMOS VII	CHN	Jie Ao
MEMOS VII	POR	Manuel Boa de Jesus
MEMOS VII	UEFA	Marcos del Cuadro
MEMOS VII	ISU	Pierre Eymann
MEMOS VII	FIFA	Bettina Fischer
MEMOS VII	GRE	Andreas Galanos
MEMOS VII	USA	Robert Peter Gambardella
MEMOS VII	MRI	Sanjaye Goboodun
MEMOS VII	FIN	Asko Härkönen
MEMOS VII	GER	Jennifer Hedderich Osthus
MEMOS VII	LIE	Alex Hermann
MEMOS VII	GER	Britta Jahnke
MEMOS VII	VIN	Keith Joseph
MEMOS VII	IAAF	Lenford Levy
MEMOS VII	ECU	Sandra López
MEMOS VII	POR	Celia Maria Figueiredo dos Santos Mendes
MEMOS VII	SCG	Ilic Milivoje
MEMOS VII	ROU	Florin Misca
MEMOS VII	COL	Helder Navarro Carriazo
MEMOS VII	NOR	Eirik Nyberg
MEMOS VII	MLT	Laurie Pace
MEMOS VII	GHA	Henry Augustine Pufaa
MEMOS VII	POR	Jose Santos‡
MEMOS VII	AUT	Martin Schnitzer
MEMOS VII	CZE	Zdenek Sestak
MEMOS VII	LBN	Roland Tabet
MEMOS VII	GUY	Garfield Wiltshire

MEMOS VIII	BAR	Mona Melinda Alleyne
MEMOS VIII	PUR	Ramon Luis Alvarez Feliciano
MEMOS VIII	IRQ	Tiras Odisho Anwaya
MEMOS VIII	UZB	Malik Babaev
MEMOS VIII	Special Olympics Europe	Sabine Brecklinghaus
MEMOS VIII	PHI	Marilou Farnacio Cantancio
MEMOS VIII	MOZ	Penalva Gaspar Cezar
MEMOS VIII	GBR	Mark Clark
MEMOS VIII	MEX	Horacio De la Vega-Flores

MEMOS VIII	UEFA	Zouhair El Fehri
MEMOS VIII	POR	Paulo Frischknecht
MEMOS VIII	CYP	Despina Georgiadou
MEMOS VIII	MAW	James Brown Gwaza†
MEMOS VIII	CRO	Maja Indic
MEMOS VIII	NED	Jan Kossen
MEMOS VIII	BLR	Natalia Kotliarova
MEMOS VIII	SWZ	Zombodze Magagula
MEMOS VIII	GBR	Scott McCarthy
MEMOS VIII	FIM	Jean-Pierre Moser
MEMOS VIII	ZIM	Robert Mutsauki
MEMOS VIII	CRC	Henry Nunez Najera
MEMOS VIII	CMR	David Ojong
MEMOS VIII	FRA	Rosemary Paul Chopin
MEMOS VIII	HAI	Kesner François Pharel
MEMOS VIII	SAM	Tupuola Vaa Potoi
MEMOS VIII	INA	Abdul Rauf†
MEMOS VIII	RSA	Sundrasagren Reddy
MEMOS VIII	GUA	Mario Rodriguez Gutierrez
MEMOS VIII	LTU	Mindaugas Spokas
MEMOS VIII	JOR	Abdul Ghani Ali Tabbalat
MEMOS VIII	ANT	Arden Williams

MEMOS IX	OMA	Mohammed Saad Al-Manwari
MEMOS IX	OCA	Ali Al Marri
MEMOS IX	JOR	Lana Mahmoud Al-Jaghbeer
MEMOS IX	COL	Clemencia Anaya Maya
MEMOS IX	DEN	Eline Andersen
MEMOS IX	ISR	Ofer BEN-ZVI
MEMOS IX	IOC	Nicolas Chamerois
MEMOS IX	FRA	Vincent Chamoulaud
MEMOS IX	LUX	Raymond Conzemius
MEMOS IX	BRA	Marcello Arion Lassen Cordeiro
MEMOS IX	SUD	Khalid Hassan Elbeely
MEMOS IX	ALB	Elda Gjoka
MEMOS IX	JAM	Paulton Gordon
MEMOS IX	UEFA	Philippe Grivel
MEMOS IX	NOR	Goril Hansen
MEMOS IX	LAO	Southanom Inthavong
MEMOS IX	IRI	Ali Kaffashian
MEMOS IX	GRE	Stratos Karetos
MEMOS IX	TTO	Brian Anthony Courtenay Lewis
MEMOS IX	FIN	Tuuli Merikoski-Silius
MEMOS IX	GHA	Emmanuel Owusu-Ansah
MEMOS IX	PUR	Vanessa Pineiro Montes
MEMOS IX	KEN	Elynah Sifuna-Shiveka
MEMOS IX	FIJ	Sainimili Lavenia Talatoka
MEMOS IX	TAN	Henry Benny Tandau
MEMOS IX	AHO	Remco Paul Tevreden





MEMOS IX	PHI	Gillian Akiko Thomson
MEMOS IX	BAN	Muhammad Waliullah
MEMOS IX	SUI	Francois Vermeulen
MEMOS IX	MLT	Marie Therese Zammit

MEMOS X	LCA	Marcelline Myrtle Alexander
MEMOS X	BRA	Frederico Arruda Falcão
MEMOS X	SRB	Dragan Atanasov
MEMOS X	JOR	Khaled Mohammad Atiyat
MEMOS X	ALG	Azzoug Mohamed
MEMOS X	INA	Cahyo Adi
MEMOS X	ITA	Valentina Calvani
MEMOS X	ZAM	Clement Mubanga Chileshe
MEMOS X	SRI	Maxwell de Silva
MEMOS X	FIN	Jari Elo
MEMOS X	POR	Francisco Nuno Fernandes
MEMOS X	DOM	Lourdes Maria Gomez
MEMOS X	USA	Jeffrey C Howard
MEMOS X	IRI	Naghme Kariminezhad Maryan
MEMOS X	SUI	Michael Kleiner
MEMOS X	ITA	Patrizia Marchesini
MEMOS X	LES	Matlohang Moiloa-Ramaqopo
MEMOS X	CAN	Joanne Mortimore
MEMOS X	BOT	Sesupo Mosweu
MEMOS X	RWA	Denis Mowbray
MEMOS X	ZIM	Joseph Muchechetere
MEMOS X	ISR	Yaniv Noyman
MEMOS X	KEN	Saifudin K. Patwa
MEMOS X	TPE	TaiLin Peng
MEMOS X	IVB	Ephraim Penn
MEMOS X	SUI	Bertrand Robert
MEMOS X	IPC	Alexis Schäfer
MEMOS X	ISL	Andri Stefánsson
MEMOS X	CZE	Jan Stluka
MEMOS X	EAA	Marcel Wakim
MEMOS X	HKG	Wong Shuk Yu



MEMOS XI	YEM	Naseem Ahmed Al-Maliki
MEMOS XI	OCA	Mahmoud Kh. K. Ali
MEMOS XI	QAT	Mohammed Saad A.A. Al-Meghaiseeb
MEMOS XI	BRA	Paulo Villas Bôas de Almeida
MEMOS XI	MLT	David Azzopardi
MEMOS XI	BAR	Trevor Browne
MEMOS XI	FRA	Francis Distinguin
MEMOS XI	NGR	Jonathan Dyagas
MEMOS XI	IRI	Seyed Saeed Eftekhari
MEMOS XI	SOM	Duran Farah
MEMOS XI	OCA	Haider Abbas H. Farman
MEMOS XI	EGY	Lamis Hussein Mohamed Ghazy

MEMOS XI	JOR	Rana Nathmy Saeed Gouckahsaw
MEMOS XI	ANT	Paul Everly Chet Greene
MEMOS XI	LES	Tsepo Damase Hlojeng
MEMOS XI	LAT	Raitis Keselis
MEMOS XI	GBR	Wendy Louise Lockton
MEMOS XI	GUA	Maria Isabel De Sanz-Agero
MEMOS XI	CAN	Linda MACPHAIL
MEMOS XI	COL	Alejandra Marquez
MEMOS XI	WADA/AMA	Chiho Miki
MEMOS XI	BOT	Moses S. Moruisi
MEMOS XI	ESA	Manuel Enrique Nuila Pacas
MEMOS XI	IOC	Jessy Numan
MEMOS XI	CRO	Alma Papic
MEMOS XI	SVK	Petra Pospichalova Kadnarova
MEMOS XI	NEP	Rabi Rajkarnikar
MEMOS XI	LBN	Mazen Ramadan
MEMOS XI	PNG	Auvita Rapilla
MEMOS XI	SAM	Lufilufi L. Rasmussen
MEMOS XI	PUR	Hamid Sanchez
MEMOS XI	MDV	Mohamed Mahid Shareef
MEMOS XI	NCA	Maria Esperanza Solorzano Correa
MEMOS XI	VIE	Van Manh Tran
MEMOS XI	SRB	Djordje Visacki

MEMOS XII	ESA	Dinora Elizabeth Acevedo Maravilla
MEMOS XII	OMA	Fahad Abdullah Moosa Al Raisi
MEMOS XII	EGY	Ezz El Din Mohamed Ali
MEMOS XII	QAT	Lolwa Hussain Al-Marri
MEMOS XII	IRI	Homeira Asadi Kavan
MEMOS XII	BRA	Renata Leuzinger
MEMOS XII	IAAF	Chris Butler
MEMOS XII	ITA	Salvatore Caruso
MEMOS XII	ZIM	Eugenia Chidhakwa
MEMOS XII	GUA	Annica de Valls
MEMOS XII	PER	Heiko Diehl
MEMOS XII	ECU	Sidney Drouet
MEMOS XII	IOC	Marina Ducazau
MEMOS XII	BIZ	Yolanda I. Fonseca
MEMOS XII	JOR	Narin Ahmad HajTass
MEMOS XII	USA	April Heinrichs
MEMOS XII	UEFA	Alexander Hunte
MEMOS XII	MDV	Abdul Razak Ibrahim
MEMOS XII	POL	Dorota Idzi
MEMOS XII	ISR	Oded Jacob
MEMOS XII	MAW	Oscar Kanjala
MEMOS XII	KEN	Anthony Eliud Kariuki
MEMOS XII	KOR	Seihwa Bonnie Kim
MEMOS XII	INA	Tubagus Lukman Djajadikusuma
MEMOS XII	SVK	Elena Malikova





MEMOS XII	POR	Joao Querido Manha
MEMOS XII	ONOC	Brian Minikin
MEMOS XII	TTO	Mushtaque Mohammed
MEMOS XII	VEN	Gabriel Humberto Moros
MEMOS XII	ALG	Sid Ahmed Selmi
MEMOS XII	ITA	Andrea Sica
MEMOS XII	CRO	Zoran Stefec
MEMOS XII	GUY	Roxanne Thomas-Alleyne
MEMOS XII	COL	Carlos E. Villegas
MEMOS XII	LAT	Ieva Zunda

MEMOS XIII	OCA	Yousef Al-Maghrebi
MEMOS XIII	SYR	Naser Al Saied
MEMOS XIII	QAT	Tariq Al-Abdulla
MEMOS XIII	PER	Juan Antonio Alarco Guerrero
MEMOS XIII	ANT	Kelesha Antoine
MEMOS XIII	ESA	Carmen Elena Barrera Rubio
MEMOS XIII	GUM	Kelly Blas
MEMOS XIII	FIN	Peter Brüll
MEMOS XIII	PNG	Florence Nightingale Bundu
MEMOS XIII	BAR	Vaneisha Cadogan
MEMOS XIII	NZL	Charles Callis
MEMOS XIII	IOC	Angélica Castro Bonilla
MEMOS XIII	TPE	Yen-Lin Chen
MEMOS XIII	TTO	Ashwin Creed
MEMOS XIII	FISU	Paulo Ferreira
MEMOS XIII	POR	Maria Joao Filipe
MEMOS XIII	BRA	Jacqueline Godoy
MEMOS XIII	BEL	Jean-Sebastien Gosuin
MEMOS XIII	UGA	Peninnah Aligawesa Kabenge
MEMOS XIII	GER	Silke Kassner
MEMOS XIII	CMR	Landrie Kenmegni Ngongang
MEMOS XIII	UZB	Bakhodir Khusankhodjaev
MEMOS XIII	ISR	Linur Kliger
MEMOS XIII	SRB	Nikola Kuljaca
MEMOS XIII	ARG	Andrea Carolina Martinez Funes
MEMOS XIII	ZAM	Mwape Nshimbi
MEMOS XIII	SOM	Abdi Rashid Haji Nur
MEMOS XIII	LES	Lintle Mathabang Phalatsi
MEMOS XIII	MKD	Sasho Popovski
MEMOS XIII	ASA	Erika Radewagen
MEMOS XIII	MRI	Desire Clyde Thomas
MEMOS XIII	LTU	Lina Vaisetaite
MEMOS XIII	FRA	Alexandra Vigoureux

MEMOS XIV	QAT	Abeer Al-Thani
MEMOS XIV	GUA	Ana Amapola Arimany Ruiz
MEMOS XIV	BRA	Soraya Lida de Carvalho
MEMOS XIV	HKG	King Fun Chow

MEMOS XIV	IRL	Tony Cunningham
MEMOS XIV	NED	Mathieu Daalder
MEMOS XIV	PUR	Elia Fontanet
MEMOS XIV	MLT	Louise Galea
MEMOS XIV	GEO	Ramaz Goglidze
MEMOS XIV	GBR	Emma Griffin
MEMOS XIV	NAM	Ndeulipula Iyaloo Petrus Hamutumwa
MEMOS XIV	KOR	Jeeyoon Kim
MEMOS XIV	WADA	Rob Koehler
MEMOS XIV	GUM	Robert Neal Kranz
MEMOS XIV	LBN	Ezzat Kraytem
MEMOS XIV	OCA	Hyunjung Lee
MEMOS XIV	EST	Peeter Lusmägi
MEMOS XIV	ZAM	Berry Lwando
MEMOS XIV	FIJ	Lorraine Mar
MEMOS XIV	AUT	Hannes Maschkan
MEMOS XIV	ZIM	Stanley Mutoya
MEMOS XIV	IND	Sandeep Nakai
MEMOS XIV	UGA	Godfrey Nuwagaba
MEMOS XIV	USA	Michael O'Connor
MEMOS XIV	KEN	John Onyango Ogolla
MEMOS XIV	CAY	Jennifer Powell
MEMOS XIV	IRI	Asghar Rahimi Hosseineh
MEMOS XIV	TTO	Michael Romany
MEMOS XIV	CRO	Manuela Sentderdi
MEMOS XIV	ISV	Ansen Sligar
MEMOS XIV	LAO	Sinava Souphanouvong
MEMOS XIV	FRA	Laurent Torrecillas
MEMOS XIV	FIN	Sari Tuunainen
MEMOS XIV	BIZ	Leticia Westby
MEMOS XIV	SUD	Hanadi Yagoub

MEMOS XV	IND	Markus Redl
MEMOS XV	CMR	Rosaline Afor Amba
MEMOS XV	SYR	Huda Almasri
MEMOS XV	RUS	Lilia Barieva
MEMOS XV	NRU	Marissa Cook
MEMOS XV	NZL	Terry Daly
MEMOS XV	CPV	Emanuel Charles D'Oliveira
MEMOS XV	EGY	Inas Hussein
MEMOS XV	TTO	Ian Ray Anthony Hypolite
MEMOS XV	BAH	Romell Knowles
MEMOS XV	FISU	Hyunju (Julie) Lee
MEMOS XV	GUM	Sandra Low
MEMOS XV	IRL	Matt McKerrow
MEMOS XV	USA	Glenn Merry
MEMOS XV	MAW	Naomie Golden Mnenula
MEMOS XV	LES	Moleboheng Mokobocho
MEMOS XV	ALB	Kliton Muca





MEMOS XV	USA	Cameron Myler
MEMOS XV	LAT	Dita Niedra
MEMOS XV	CZE	Katerina Nycova
MEMOS XV	NGR	Oluwakemi Modupe Obidahunsi
MEMOS XV	KOR	Jiyeon Oh
MEMOS XV	BHU	Karma Penden
MEMOS XV	JOR	Heba Rahhal
MEMOS XV	BUL	Eleonora Rangelova
MEMOS XV	SLE	Michael Felix Rowe
MEMOS XV	BIH	Dejana Sadzak
MEMOS XV	BOT	Tuelo Daniel Serufho
MEMOS XV	SRB	Damir Štajner
MEMOS XV	VAN	Henry Tavo
MEMOS XV	CISM	Olivier Verhelle
MEMOS XV	ARU	Patrick A.A. Werleman
MEMOS XV	TPE	Sam Chih-Sung Yang
MEMOS XV	BLR	Anton Yuspa

MEMOS XVI	OMA	Hisham Al Sinani
MEMOS XVI	FISU	Julien Buhajezuk
MEMOS XVI	BRA	Alexandre Castello Branco
MEMOS XVI	BEL	Dirk Deldaele
MEMOS XVI	LBN	Sabine Marwan Fakhoury
MEMOS XVI	SRI	Shemal Fernando
MEMOS XVI	IRI	Mehdi Ghadami
MEMOS XVI	LAT	Zane Gundina-Arāja
MEMOS XVI	BHU	Nima Gyeltshen
MEMOS XVI	CAN	Teresa Elizabeth Hlady
MEMOS XVI	VIE	Vinh Hoang Quoc
MEMOS XVI	SWZ	Muriel Hofer
MEMOS XVI	AUS	Megan Hor
MEMOS XVI	MHL	Amy Howard Sasser
MEMOS XVI	LTU	Vytautas Janusaitis
MEMOS XVI	BEL	Olek Kazimirowaski
MEMOS XVI	KOR	Mina Lee
MEMOS XVI	PNG	Andrew Kodewa Lepani
MEMOS XVI	LBA	Marwan Maghur
MEMOS XVI	MOZ	Nelson Miguel
MEMOS XVI	ZAM	Sombwa Musunsa
MEMOS XVI	ONOC	Natanya Potoi
MEMOS XVI	GRE	Katerina Sagona
MEMOS XVI	IOC	Marie Schwarz
MEMOS XVI	RSA	Patience Martina Shikwambana
MEMOS XVI	SCG	Dragos Robert Tataru
MEMOS XVI	PUR	Radames Luis Tirado Leguillou
MEMOS XVI	SUR	Henri Tjoe-A-On
MEMOS XVI	SUR	Dorothy Tlagae
MEMOS XVI	ANT	Cliff Williams

MEMOS XVI	ISR	Omrit Yanilov-Edden
MEMOS XVI	CHN	Lei Yuan
MEMOS XVII	ETH	Tamrat Bekele Beyene
MEMOS XVII	UGA	William Frederick Blick
MEMOS XVII	USA	Michelle Brown Hurtado
MEMOS XVII	IRL	Martin Burke
MEMOS XVII	PER	Ivan Dibos Tavera
MEMOS XVII	BRA	Daniela Duque Estrada Polzin
MEMOS XVII	LBN	Kamil El Khouri
MEMOS XVII	ANOCA	Elisabeth Emana
MEMOS XVII	RSA	Leon Fleiser
MEMOS XVII	LUX	Tessy Hetting
MEMOS XVII	QAT	Dean Kenneally
MEMOS XVII	ZAM	Hazel Kennedy
MEMOS XVII	NED	Jan Hendrik Koers
MEMOS XVII	SRB	Uroš Korać
MEMOS XVII	KOR	Borami Lee
MEMOS XVII	AUS	Jennifer Mann
MEMOS XVII	ZIM	Anna Mataure Mguni
MEMOS XVII	MAW	Jappie Chancy Mhango
MEMOS XVII	GUY	Godfrey St Aubyn Munroe
MEMOS XVII	LAT	Maruta Murovska
MEMOS XVII	FASU	Hannington Musoke
MEMOS XVII	JOR	Samar Nabil Nassar
MEMOS XVII	FIJ	Carl Ngamoki-Cameron
MEMOS XVII	PUR	María de Lourdes Otero-Rivera
MEMOS XVII	AUT	Ludwig Paischer
MEMOS XVII	GRE	Georgia Proimou
MEMOS XVII	GER	Christian Schreiber
MEMOS XVII	CHN	Jun Si
MEMOS XVII	NAM	Joan Smit
MEMOS XVII	IGF	Aurélia Tacchini
MEMOS XVII	COL	Annick Taverniers
MEMOS XVII	FIBT	Philip Bryn Vaile
MEMOS XVIII	QAT	Ibrahim Khalil I. M. Al-Jefairi
MEMOS XVIII	KUW	Mishaal Talal Fahad Al-Ahmad Al-Sabah
MEMOS XVIII	KSA	Fahad Bin Jalawi Alsaud
MEMOS XVIII	ITA	Angleo Altieri
MEMOS XVIII	CHI	Rodrigo Alvarado Strange
MEMOS XVIII	PLE	Suzan Amer
MEMOS XVIII	AUS	Jennifer Anson
MEMOS XVIII	ISR	Yaniv Ashkenazi
MEMOS XVIII	ISV	Brigitte Marie Berry
MEMOS XVIII	RWA	Emmanuel Bugingo
MEMOS XVIII	HKG	Jassy Sin Yee Cheung
MEMOS XVIII	PNG	Alexander Davani
MEMOS XVIII	TUR	Omur Dugan





MEMOS XVIII	GHA	Christopher Essilfie
MEMOS XVIII	CRO	Gordana Gacesa
MEMOS XVIII	KOS	Besim Hasani
MEMOS XVIII	JOR	Hamzeh Ibrahim Ali Hassan
MEMOS XVIII	FRA	Morgan Jacquemin
MEMOS XVIII	MGL	Bat-Erdene Khosbayar
MEMOS XVIII	KOR	Kwangsue Kim
MEMOS XVIII	CAN	Sylvain Leclerc
MEMOS XVIII	BOT	Tapiwa Marobela Masunga
MEMOS XVIII	BRA	Marcelo Mazzillo Braga
MEMOS XVIII	FISU	Tatiana Nikulina
MEMOS XVIII	NGR	Augustine Okojie Odijie
MEMOS XVIII	LES	Morake Raleaka
MEMOS XVIII	COL	Mauricio Serrato Roa
MEMOS XVIII	UGA	Donald Rukare
MEMOS XVIII	SYR	Ghada Saleh
MEMOS XVIII	IRI	Elham Shirzad Araghi
MEMOS XVIII	SLO	Natasa Skorc
MEMOS XVIII	LTU	Agne Vanagiene
MEMOS XVIII	USA	Christine Walshe
MEMOS XVIII	CHN	Xiaoyin Wang
MEMOS XVIII	GER	Patrizia Sabrina Wittich
MEMOS XVIII	CZE	Veronika Zemanova
MEMOS XVIII	ARG	Erik Zulcovsky

MEMOS XIX	SUD	Hamid Abdelmoniem Mustafa Elamin
MEMOS XIX	SAM	Taiva Ah Young
MEMOS XIX	TOG	Koffi Amedome Akouete
MEMOS XIX	OMA	Saada Al Ismaili
MEMOS XIX	KOS	Iber Alaj
MEMOS XIX	KSA	Abdullah Alghamdi
MEMOS XIX	ISR	Adi Maia Bichman
MEMOS XIX	TTO	Stacey Cateau
MEMOS XIX	BDI	Nadine Ciza
MEMOS XIX	ARG	Silvia Beatriz Dalotto
MEMOS XIX	CAN	Todd Denis
MEMOS XIX	ARU	Marco Oraldo Dupersoy
MEMOS XIX	MAS	Joshua Edgar
MEMOS XIX	LBA	Khaled Ezankuli
MEMOS XIX	BRN	Jasim Hasan Mohamed Fajer
MEMOS XIX	EST	Jüri Järv
MEMOS XIX	IRI	Nahid Karimi
MEMOS XIX	RSA	Jean Kelly
MEMOS XIX	ESP	María Belén Lara Martínez
MEMOS XIX	IOC	Patrick Ian Medley-Browne
MEMOS XIX	FIVB	Elisa Mendes Pinheiro Browne
MEMOS XIX	BAR	Neil Murrell
MEMOS XIX	INA	Lukman Niodeṭ
MEMOS XIX	LES	Mapeete Moliehi Violet Ntjana



MEMOS XIX	IRL	Pierce O'Callaghan
MEMOS XIX	BEL	Sophie Paris
MEMOS XIX	TTO	Ria Ramnarine
MEMOS XIX	SUI	Roger Schnegg
MEMOS XIX	NAM	Alna Clara Magrieth Similo
MEMOS XIX	SUR	Dorothy Singh
MEMOS XIX	BLR	Yuliya Tariba
MEMOS XIX	GAM	Ousman Abou Wadda
MEMOS XIX	CHN	Kan Wang
MEMOS XIX	TPE	Eric Chia-Jung Yang

MEMOS XX	NGR	Olalekan Alabi
MEMOS XX	FRA	Anne-Flore Marie Nannecy Angot
MEMOS XX	LTU	Vita Balsyte
MEMOS XX	KSA	HRH Prince Khalid Bin Bandar
MEMOS XX	NED	Huibert Brands
MEMOS XX	AIBA	Kristin Brynildsen
MEMOS XX	VEN	Felix Correa Hernandez
MEMOS XX	LUX	Eric Courtois
MEMOS XX	MLT	Mark Cutajar
MEMOS XX	PER	Gianni Delucchi
MEMOS XX	CHN	Xiao Feng
MEMOS XX	PAR	Norma Fernández de Caballero
MEMOS XX	ERI	Luul Fisshaye Zecarias
MEMOS XX	GRE	Elli-Georgia Foka-Pagoulatou
MEMOS XX	IAAF	Geoff Gardner
MEMOS XX	FIH	Mathilde Laure Anna Grenet
MEMOS XX	IOC	Andrew Hofer
MEMOS XX	MDV	Mohamed Hussain
MEMOS XX	EST	Merle Kaljurand
MEMOS XX	KEN	Wanjiru Mbugua Karani
MEMOS XX	ONOC	Michael Stephen Kohn
MEMOS XX	FIN	Ville Königs
MEMOS XX	TGA	Moala Netina Latu
MEMOS XX	PNG	Karo P Lelai
MEMOS XX	GER	Lisa Maier
MEMOS XX	POR	Mariete Alexandra Teixeira Matias
MEMOS XX	FINA	Pere Miró
MEMOS XX	BOT	Wedu Motswetla
MEMOS XX	CRO	Petra Nosso
MEMOS XX	UGA	Dunstan K. Nsubuga
MEMOS XX	AFG	Mohammad Yonus Popalzay
MEMOS XX	SAM	Stella Siale-Vaea Tagitau
MEMOS XX	SLO	Matic Svab
MEMOS XX	USA	Aretha Thurmond
MEMOS XX	CAN	Colin Whitmee
MEMOS XX	BHU	Tshering Zangmo

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MEMOS XXI	NAM	Gaby Diana Ahrens
MEMOS XXI	QAT	Asmaa Thani A.M. Al Thani
MEMOS XXI	SEY	Alaine Dominic Alcindor
MEMOS XXI	GEO	Rusudan Aptsiauri
MEMOS XXI	ITTF	Michael Brown
MEMOS XXI	BAH	Roy Adrian Colebrook
MEMOS XXI	AUS	Julia Cook
MEMOS XXI	ISSF	Sarah-Maria Galonska
MEMOS XXI	PANAM	Ana Paula González Horn
MEMOS XXI	HUN	Márton Gyulai
MEMOS XXI	IOC	Aurélie Hoëppe
MEMOS XXI	PAK	Ada Jaffery
MEMOS XXI	AFG	Heleena Kakar
MEMOS XXI	INA	Hellen Sarita de Lima Khoesnadi
MEMOS XXI	SUD	Hussam Hashim Khojaly Mohammed
MEMOS XXI	UKR	Illia Klymenko
MEMOS XXI	BLR	Maxim Koshkalda
MEMOS XXI	BOT	Unaswi Matebu
MEMOS XXI	LAT	Lilita Mitrofanova Daksa
MEMOS XXI	CAN	Katherine Moorhouse
MEMOS XXI	LCA	Jean Bervely Morille
MEMOS XXI	UGA	Annet Nalugwa Nakamya
MEMOS XXI	RUS	Evgeniia Dmitrievna Nekorkina
MEMOS XXI	GAM	Khadijah Njie-Sanusi
MEMOS XXI	SLE	Joseph Nyande
MEMOS XXI	SLO	Alja Pahor
MEMOS XXI	ZIM	Memory Pakati
MEMOS XXI	BRU	Pg Abdul Raub Pg Haji Ghani
MEMOS XXI	BIZ	Camille Polanco
MEMOS XXI	PLE	Sameh Fayez Mohammad Saleh
MEMOS XXI	UZB	Sevara Ganieva
MEMOS XXI	JPN	Hirota Soma
MEMOS XXI	TUV	Elu Tataua
MEMOS XXI	RSA	Lazilayana Ezera Tshabangu
MEMOS XXI	USA	Albert Joseph Turkovich Jr
MEMOS XXI	BEL	Matthias Van Baelen

MEMOS XXII	UAE	Ahmad Alblooshi
MEMOS XXII	BRN	Omar Almalki
MEMOS XXII	MGL	Undral Amarsaikhan
MEMOS XXII	ERI	Esayas Ande
MEMOS XXII	JAM	Marvin Anderson
MEMOS XXII	UGA	Beatrice Ayikoru
MEMOS XXII	FIJ	Makelesi Bulikiobo
MEMOS XXII	ISR	Dahlia Bushinsky
MEMOS XXII	MKD	Aleksandra Dimevska
MEMOS XXII	NGR	Samuel Fadele
MEMOS XXII	GAM	Abdoulie Jallow
MEMOS XXII	NAM	Talitha Jario

MEMOS XXII	KOR	Yae-Seul Kim
MEMOS XXII	ISR	Davit Kipshidze
MEMOS XXII	FIN	Anna Kirjavainen
MEMOS XXII	SCG	Dimitrije Lazarovski
MEMOS XXII	USA	Danielle Lopez
MEMOS XXII	CHN	Ting Lu
MEMOS XXII	BRA	Guilherme Marques
MEMOS XXII	ZAM	Brenda Matafwali
MEMOS XXII	WSBC	Marco Mazzi
MEMOS XXII	AUS	Anthony Moore
MEMOS XXII	POR	Pedro Moreira
MEMOS XXII	CAN	Paula Nichols
MEMOS XXII	PAR	Sofia Perez
MEMOS XXII	BOT	Modisaotsile Phatshwane
MEMOS XXII	GHA	Richmond Rexford Quarcoo
MEMOS XXII	JOR	Sawsan Shaikh Saleh
MEMOS XXII	NZL	Trevor Shailer
MEMOS XXII	DEN	Søren Skastrup
MEMOS XXII	MDA	Cristina Vasilianov
MEMOS XXII	GEO	Dayana Vasquez
MEMOS XXII	CZE	Barbora Zehanova

MEMOS XXIII	PLE	Ghayda Abuzayyad
MEMOS XXIII	DMA	Barry Casimir
MEMOS XXIII	PAK	Ali Chattha
MEMOS XXIII	POL	Bartłomiej Chelmecki
MEMOS XXIII	ZAM	Fredrick Mulenga Chitangala
MEMOS XXIII	ROU	Denisa Sabina Emilia Deliu
MEMOS XXIII	BIH	Jelena Dojcinovic
MEMOS XXIII	SLO	Peter Dokl
MEMOS XXIII	KEN	Humphrey Kayange Emonyi
MEMOS XXIII	CZE	Jan Exner
MEMOS XXIII	LIE	Isabel Fehr
MEMOS XXIII	RUS	Ekaterina Gorokhova
MEMOS XXIII	LAT	Dace Gulbe
MEMOS XXIII	IRI	Maryam Jafari
MEMOS XXIII	TUR	Tugce Örsoglu (Karasahinoglu)
MEMOS XXIII	FRA	Natacha Klis
MEMOS XXIII	MAR	Amine Kouame
MEMOS XXIII	LTU	Mantas Marcinkevicius
MEMOS XXIII	TUV	Melei Melei
MEMOS XXIII	TAN	Ibrahim Mkwawa
MEMOS XXIII	BRA	Paula Neri
MEMOS XXIII	JOR	Mai Nsour
MEMOS XXIII	USA	Delise O'Meally
MEMOS XXIII	CISM	Rafael Pinheiro da Cunha
MEMOS XXIII	ITTF	Zoran Primorac
MEMOS XXIII	BOT	Malebogo Raditladi
MEMOS XXIII	PNG	Alurigo O. Ravusiro

MEMOS XXIII	CAN	Tim Ritcey
MEMOS XXIII	NGR	Abdulumumeen Sagaya
MEMOS XXIII	UGA	Sharifah Sanyu
MEMOS XXIII	LES	Bothobile Shebe
MEMOS XXIII	AUS	Miles Stewart
MEMOS XXIII	JPN	Sho Yamashita
MEMOS XXIII	OCA	Jian Zhou
MEMOS XXIII	KGZ	Cholpon Zhumagazieva
MEMOS XXIII	POL	Luiza Zlotkowska

MEMOS XXIV	UAE	Buti Ahmad Al-Abdouli
MEMOS XXIV	MLT	Charlene Attard
MEMOS XXIV	KEN	Halima Bakari
MEMOS XXIV	SWZ	Lindelwa Dlamini
MEMOS XXIV	PLE	Janette Fawadla
MEMOS XXIV	AUS	Kimberly Forge
MEMOS XXIV	BAR	Dionne Haynes
MEMOS XXIV	ESA	Cecilia Hernández
MEMOS XXIV	GRN	Ryan Joseph
MEMOS XXIV	SUR	Biswajeet Kali
MEMOS XXIV	IOC	Margaux Kaltenbacher
MEMOS XXIV	TAN	Jonathan Mushumbusi Kassano
MEMOS XXIV	SLE	Alie Gibrill Koroma
MEMOS XXIV	DMA	Woodrow Lawrence
MEMOS XXIV	CRO	Marija Leskovec
MEMOS XXIV	ONOC	Ro Varanisesse Logavatu
MEMOS XXIV	ZIM	Chiedza Mafunga
MEMOS XXIV	BRN	Maryam Mardana
MEMOS XXIV	ALB	Lunada Met Hasani
MEMOS XXIV	EST	Raido Mitt
MEMOS XXIV	JPN	Hiromu Mochizuki
MEMOS XXIV	CZE	Petra Nachtigalova
MEMOS XXIV	PAK	Hamdan Nazir
MEMOS XXIV	EOC	Heidi Pekkola
MEMOS XXIV	PAN	Alexandra Pérez
MEMOS XXIV	ANOCA	Emmanuella Peters
MEMOS XXIV	FIJ	Ritesh Mani Ratiram
MEMOS XXIV	TTO	Reyah Richardson
MEMOS XXIV	BAH	Clarence Rolle Jr
MEMOS XXIV	CAN	Sandra Sassine
MEMOS XXIV	AUT	Stefan Scharnagl
MEMOS XXIV	BOT	Tebo Segaise
MEMOS XXIV	SYR	Dana Shubat
MEMOS XXIV	HKG	Wan Yi Michelle Tao
MEMOS XXIV	CHN	Jasmin Yuedi Zhang

MEMOS XXV	KSA	Dilayl Al Saud
MEMOS XXV	BRN	Faris Alkooheji
MEMOS XXV	PHI	Francesca Altomonte
MEMOS XXV	IFI	Silke BERNARDI
MEMOS XXV	MAS	Ahmad Arif Bin Astaman
MEMOS XXV	BAR	Julia Broome
MEMOS XXV	ONOC	Meli Cavu
MEMOS XXV	KOR	Sujin CHOI
MEMOS XXV	AUS	Ana Croger
MEMOS XXV	NED	Agaath Doeleman - van den Ende
MEMOS XXV	NGR	Dano Garba
MEMOS XXV	ROU	Marian Ciprian Gheorghe
MEMOS XXV	ISV	Hugo Hodge
MEMOS XXV	KGZ	Bermet Imanalieva
MEMOS XXV	POL	Krzysztof Jankowski
MEMOS XXV	BOT	Botho Kebabonye Bayendi
MEMOS XXV	CYP	Georgios Korellis
MEMOS XXV	FIJ	Anushil KUMAR
MEMOS XXV	LES	Likeleko LEPITLA
MEMOS XXV	KEN	Rommel LUKILA
MEMOS XXV	ZAM	Barbra Christine Makwaza
MEMOS XXV	ISR	Bonnie Manor-Gotfrid
MEMOS XXV	BRA	Jessé Medeiros
MEMOS XXV	TAN	Suma MWAITENDA
MEMOS XXV	UGA	Moses MWASE
MEMOS XXV	UIPM	Lena Nussbaumer
MEMOS XXV	SRI	Katuwawala Gamage Nishanthe Indunil Piyasena
MEMOS XXV	GHA	Jerry Ahmed SHAIB
MEMOS XXV	IOC	Rachel Megan Smith
MEMOS XXV	USA	Alexandra Triumph
MEMOS XXV	OCA	Wissam Trkmani
MEMOS XXV	TLS	Angelo Venceslau
MEMOS XXV	NZL	Travis White
MEMOS XXV	CHN	Han YAN
MEMOS XXV	LAT	Inga Zobena

MEMOS XXVI	IOC	Rida Ahmed
MEMOS XXVI	KSA	Afrah AlShubrumi
MEMOS XXVI	ITTF	Omar Bassyouni
MEMOS XXVI	NGR	Deborah Ijeoma Chidobi
MEMOS XXVI	SUR	Sasha Chikhoer
MEMOS XXVI	KGZ	Asel Engalycheva
MEMOS XXVI	SAM	Maureen Epati-Tuimalealiifano
MEMOS XXVI	CAN	Shannon Galea
MEMOS XXVI	SVK	Petra Gantnerova
MEMOS XXVI	TTO	Diane Henderson
MEMOS XXVI	NAM	Hillary Imbuwa Imbuwa
MEMOS XXVI	JOR	Nour Kayal
MEMOS XXVI	BAN	Mohammad Samsul Alam Khan

MEMOS XXVI	SLE	Ahmed Khanou
MEMOS XXVI	BAR	Jesse King
MEMOS XXVI	IBSF	Elisabeth Maier
MEMOS XXVI	UWW	Yuri Maier
MEMOS XXVI	LES	Mathato Makhorole
MEMOS XXVI	AUS	Richard McInnes
MEMOS XXVI	ROU	Mihaela Mitu
MEMOS XXVI	SLO	Uroš Mohori
MEMOS XXVI	RWA	Delphine Mukakarangwa
MEMOS XXVI	TUR	Volkan Oner
MEMOS XXVI	LAT	Ivars Pauska
MEMOS XXVI	MNE	Maja Pekovic
MEMOS XXVI	CRO	Maja Poljak
MEMOS XXVI	GER	Hendrik Pusch
MEMOS XXVI	NEP	Arahant Rajkarnikar
MEMOS XXVI	WSIF	Natalia Patricia Sanchez
MEMOS XXVI	BRA	Leonardo Santos Lima e Silva
MEMOS XXVI	JPN	Daniel Katsuya Takahashi
MEMOS XXVI	BOT	Botsang Tshenyego
MEMOS XXVI	ARG	Javier Eduardo Villarreal Doldan
MEMOS XXVI	DMA	Brendan Williams
MEMOS XXVI	CHN	Shangping Yu
MEMOS XXVI	FISU	Jing Zhao

MEMOS XXVII	IRI	Mohammad Abiri
MEMOS XXVII	KSA	Al-Batool Baroom
MEMOS XXVII	NAM	Britt Stephanie Byl
MEMOS XXVII	ZIM	Charmaine Yemurai Chamboko
MEMOS XXVII	LAT	Ruta Millere Celmina
MEMOS XXVII	ISR	Ekaterina Davidzon
MEMOS XXVII	IOC	Manon Esposito
MEMOS XXVII	MLT	Daniel Tanti Farrugia
MEMOS XXVII	ISL	Frimann Ari Ferdinandsson
MEMOS XXVII	EOC	Carlotta Giussani
MEMOS XXVII	VIN	Amber Glasgow
MEMOS XXVII	UGA	Kayangwe Arinaitwe Godwin
MEMOS XXVII	DMA	Korlita Hamilton
MEMOS XXVII	IRQ	Emad Nassir Hussain
MEMOS XXVII	GAM	Muhammed K. Janneh
MEMOS XXVII	SWZ	Maxwell Jele
MEMOS XXVII	ZAM	Boniface Kambikambi
MEMOS XXVII	SEY	Fatime Kanté
MEMOS XXVII	UZB	Nargiza Khalmirzaeva
MEMOS XXVII	PNG	Desmond Kaviagu
MEMOS XXVII	CAN	Tara MacBournie
MEMOS XXVII	RSA	Kagisho Matolong
MEMOS XXVII	ICC	Snehal Pradhan
MEMOS XXVII	NOR	Julie Ravlo
MEMOS XXVII	SLO	Stas Remih

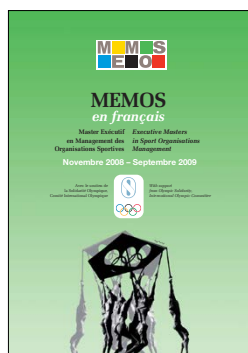
MEMOS XXVII	MDV	Thamooch Ahmed Saeed
MEMOS XXVII	KOS	Endrit Syla
MEMOS XXVII	CAM	Thun Thong
MEMOS XXVII	BHU	Kesang Tshering
MEMOS XXVII	PHI	Shawn Hendrix Telebrico
MEMOS XXVII	POL	Hanna Ewa Wawrowska
MEMOS XXVII	IRL	Edward Wyeth
MEMOS XXVII	USA	Melissa Zhang

MEMOS in French

DESS	BDI	Salvator Bigirimana
DESS	STP	João Manuel Da Costa Alegre Alfonso
DESS	MLI	Boubacar Diouf
DESS	CAF	François Faga
DESS	KOR	Kyung-ok Kim
DESS	HAI	Ernst Laraque†
DESS	CMR	Alipha Mamat Boukar
DESS	GAB	Jean Louis Mezui M'assa
DESS	CIV	Emile Essan N'Goran
DESS	RWA	Leon Pierre Nkusi
DESS	NCA	Julio César Rocha López
DESS	SEN	Dibacor Sène
DESS	ALG	Mohammed Soltani
DESS	NIG	Mamadou Talata Doulla
DESS	ANOCA	Gustavo Vaz Da Conceição
DESS	CHN	Daishun Wei

Master MOS	BEN	Esther Agboton
Master MOS	MAD	AHMAD
Master MOS	HAI	Gally Amazan
Master MOS	MLI	Moussa Bolly
Master MOS	TUN	Amira Cherni
Master MOS	STP	Angelico Domingos Dos Santos
Master MOS	CIV	Namama Fadiga
Master MOS	SEN	Cécile Faye
Master MOS	NIG	Issaka Ide
Master MOS	GBS	Sergio Mane
Master MOS	CMR	Blaise Mayam Re-Niof
Master MOS	BDI	Emmanuel Ntakirutimana
Master MOS	BUR	Annick Lydie Pikbougoum
Master MOS	RWA	Françoise Uwamariya

MEMOS III	TUN	Salma Abid
MEMOS III	HAI	Carline Choute
MEMOS III	COL	Paula Douat Corredor
MEMOS III	FRA	Isabelle Durin
MEMOS III	Confédération africaine d'athlétisme	Lamine Faty



MEMOS III	ALG	Zehour Ghidouche
MEMOS III	BEN	Fernando Hessou
MEMOS III	BRA	Edgar A. Hubner
MEMOS III	FRA	Gilles Johannet
MEMOS III	MDA	Lucia Juravisch
MEMOS III	IRI	Hossein Kohandani
MEMOS III	CMR	Alvine Diane Mabou Massah
MEMOS III	CISM	Alexandre Morisod
MEMOS III	FRA	Cyril Nivel
MEMOS III	RWA	Thierry Ntwali Gafiligi
MEMOS III	MLI	Ibrahima Traore
MEMOS III	TOG	Djibril Zeba

MEMOS IV	CIV	Eric Laurent Allangba
MEMOS IV	TUN	Ahmed Allouche
MEMOS IV	MAR	Najib Arif
MEMOS IV	FRA	Mohammed Belkacemi
MEMOS IV	RWA	Dominique Bizimana
MEMOS IV	MLI	Dramane Coulibaly
MEMOS IV	SEN	Safietou Diatta
MEMOS IV	ROU	Maria-Alexandra Dospinescu
MEMOS IV	LBN	Maroun El Khoury
MEMOS IV	CAF	Clement Anicet Guiyama-Massogo
MEMOS IV	BUR	Poussi Kabore
MEMOS IV	IOC	Catherine Laville
MEMOS IV	CMR	Alicia Mbolo
MEMOS IV	BEN	Julien V. Minavoa
MEMOS IV	GUA	Olga Patricia Morales Castillo
MEMOS IV	COM	Abdallah Mze Msa
MEMOS IV	MAR	Mohammed Omari Alaoui
MEMOS IV	PER	Mariana Quintanilla Camargo
MEMOS IV	HAI	Stéphane Rebu
MEMOS IV	CGO	Jean Samba

MEMOS V	IRQ	Haitham Abdulhafedh
MEMOS V	COM	Hilmy Aboud Said
MEMOS V	DJI	Saïd Ali Houssein
MEMOS V	ESA	Paola Alvarenga Vargas
MEMOS V	TOG	Koffi Sodjinamawu Ameganvi
MEMOS V	RWA	Parfait Busabizwa
MEMOS V	MAR	Majd Chekroun
MEMOS V	CMR	Nathaniel Daïssinkaye Ahroksou
MEMOS V	MRI	Sahir Edoo
MEMOS V	GUA	Wendy Carolina Jacobo Sandoval
MEMOS V	MLI	Bourama Mariko
MEMOS V	GAB	Mauwa Olivia Ntoutoume
MEMOS V	TUN	Alya Ourimi
MEMOS V	CHI	Rodrigo Paz Ceballos
MEMOS V	FRA	Valetino Polelei

MEMOS V	COL	Mauricio Rivas Nieto
MEMOS V	NIG	Ahmadou Tidjani Youssoufou
MEMOS V	LBN	Vatche Zadourian
MEMOS V	BUR	Timbo Zongo
MEMOS VI	PAR	Gerardo Luis Acosta Perez
MEMOS VI	IOC	Cynthia Amami
MEMOS VI	FRA	Olivier Bime
MEMOS VI	MLI	Amadou Cisse
MEMOS VI	BRA	Joyce Diniz Ardies
MEMOS VI	SEN	Mamadou Djite
MEMOS VI	IRI	Forough Hashemi
MEMOS VI	SUI	Christophe Huybrechts
MEMOS VI	HAI	Bernard Laudé
MEMOS VI	COL	Juan Fernando Mejia Perez
MEMOS VI	BDI	Darius Nahayo
MEMOS VI	GUI	Ben Daouda Nassoko
MEMOS VI	CHA	Malato Ouya Bourma
MEMOS VI	NIG	Oumarou Soungaïze Ousmane
MEMOS VI	ALG	Karim Tamimount
MEMOS VI	MTN	Souleymane Mamoudou Thioub
MEMOS VI	CIV	Alimata Traore
MEMOS VI	BEN	Sourakatou Ali Yaro
MEMOS VI	BUR	Trapsida Zongo
MEMOS VII	TUN	Slaheddine Boudhina
MEMOS VII	SUI	Judith Conrad
MEMOS VII	CHI	Miguel Angel Cornejo Amestica
MEMOS VII	BRA	Camila de Carvalho e Carvalho
MEMOS VII	TOG	Etienne Kouami Degboe
MEMOS VII	MLI	Sidy Diallo
MEMOS VII	IHQF	Zhaoxia Ding
MEMOS VII	ESP	Gérard Marti Figueras Alba
MEMOS VII	GAB	José Walter Foula
MEMOS VII	CIV	Raïssa Gbogbo
MEMOS VII	BEN	Medesse Mondoukpe Zenabou Gloria Koussihouede
MEMOS VII	PER	Maria Luisa Martinez Dominguez
MEMOS VII	COM	Madiane Mohamed Issa
MEMOS VII	DJI	Fardouza Moussa Egueh
MEMOS VII	LBN	Abdo Nader
MEMOS VII	AND	Jordi Orteu Fort
MEMOS VII	CPV	Fernando Jorge Tavares Pinto
MEMOS VII	BUR	Hamed Hermann Rouamba
MEMOS VII	FRA	Andrea Sensi
MEMOS VII	COL	Jorge Enrique Soto Roldán
MEMOS VII	CPV	Sabino Tavares Correia
MEMOS VII	MRI	Kayseeven Wishwanaden Teerooven-gadum

MEMOS VIII	BUR	Zihan Anne Mireille Bombiri
MEMOS VIII	MRI	Hans Gary Peter Brasse
MEMOS VIII	CMR	Franck Romuald Dey Yelem
MEMOS VIII	SEN	Magatte Fatim Dieye
MEMOS VIII	NIG	Ibrahim Moussa Elh Tiemogo
MEMOS VIII	MAR	Hassan Fekkak
MEMOS VIII	COL	Mauricio Garzon
MEMOS VIII	TUN	Hela Hosni
MEMOS VIII	RWA	Jean Pierre Kwizera
MEMOS VIII	GRE	Maria Kyrillopoulou
MEMOS VIII	BEL	Clément Lagache
MEMOS VIII	SUI	Yves L'Eplattenier
MEMOS VIII	OLYMP- AFRICA	Coumba Marième Ly
MEMOS VIII	GAB	Reine Kadya Medza Ondo
MEMOS VIII	COM	Papa Mdjassiri Mohamed
MEMOS VIII	KGZ	Zhibek Moldoeva
MEMOS VIII	TOG	Djatougbe Amélé Noameshie
MEMOS VIII	CGO	Fernand Romain Ondono
MEMOS VIII	MAD	Harinelina Jean Alex Randriamanarivo
MEMOS VIII	BDI	Elsie Uwamahoro
MEMOS VIII	IND	Maha Zaoui

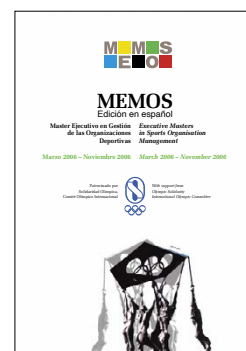
MEMOS IX	DJI	Ali Adabo Ali
MEMOS IX	MAR	Fadwa Adili
MEMOS IX	MLI	Mariko Alassane
MEMOS IX	KSA	Lama Alfazan
MEMOS IX	MAD	Tiavina Arnaud Andrianiaina
MEMOS IX	BDI	Polycarpe Bakorishaka
MEMOS IX	CAF	Guy-Armand BENINGA BALCILIA
MEMOS IX	GAB	Laïcka Bignoumba Sousatte
MEMOS IX	COM	Ahamed Saïd Ali Mohamed Chahalane
MEMOS IX	CPV	Carla Sofia Correia Alfama Soares
MEMOS IX	SEN	Coumba DIA
MEMOS IX	CAF	Cécile Digo-Kolingba
MEMOS IX	CHI	Sebastián Estrada
MEMOS IX	POR	Fernando Tavares
MEMOS IX	ISR	Yarden Gazit
MEMOS IX	MRI	Jean-Baptiste Gobelet
MEMOS IX	UIPM	Coralie Kreidel
MEMOS IX	FRA	Alexis Landais
MEMOS IX	TUN	Sonia Meksi
MEMOS IX	NIG	Issoufou Balle Mohamed Alfazazi
MEMOS IX	GAB	Carmela Moussavou Paty
MEMOS IX	CMR	Célestine Odette Ntsama Assembe Epse Engoulou
MEMOS IX	BRA	Manoela Penna
MEMOS IX	RWA	Pamela Rugabira Girimbabazi
MEMOS IX	LBN	Elias Saade
MEMOS IX	BEL	Nicky Van Rossem

MEMOS X	TOG	Akpene Yawa Adiho
MEMOS X	COL	Javier Orlando Suarez Alonso
MEMOS X	KSA	Afnan Barnawi
MEMOS X	TOG	Bedembada Bedinade
MEMOS X	GUI	Mohamed Lawal Camara
MEMOS X	FRA	Lauriane Courtoux
MEMOS X	MRI	Vinesha Coocaram
MEMOS X	SEN	Coumba Dia
MEMOS X	SEY	Stephanie Olivia Duval
MEMOS X	FRA	Jawad El Hajri
MEMOS X	HAI	Jean Manassé Elien
MEMOS X	FRA	Emane Gévrise
MEMOS X	CAF	Blaise Fleurry Hotto
MEMOS X	MAR	Manal Lazaar
MEMOS X	CPV	Maria Lima
MEMOS X	TUN	Wided Nasri
MEMOS X	MRI	Tejraj Pultoo
MEMOS X	CHN	Wei Wang
MEMOS X	BUR	Boureima Zongo

MEMOS in Spanish

MEMOS I	ECU	Alberto Adum Barrezuela
MEMOS I	PAN	Pedro Aguilar De Gracia
MEMOS I	PER	Carolina Betalleluz Carrascal
MEMOS I	MEX	Jaime Cadaval Baeza
MEMOS I	GUA	Sergio Arnoldo Camargo Muralles
MEMOS I	NCA	Felix Antonio Correa
MEMOS I	MOZ	José Gabriel Dava
MEMOS I	ANT	Kristy Arah Dickenson
MEMOS I	ARG	Carlos Gabriel Ferrea
MEMOS I	HAI	Fritz Gérald Fong
MEMOS I	ESP	Alfredo Gomez Gonzalez
MEMOS I	PUR	Carlos Guzman Colon
MEMOS I	DOM	Osiris Guzman Delgado
MEMOS I	CUB	Erick Lopez Rios
MEMOS I	CHI	Leonardo Lorenzo Lucero Medina
MEMOS I	BRA	Renata Moreira Reis Carneiro
MEMOS I	BUL	Lyuben Kirilov Naydenov
MEMOS I	ESA	Enrique Ramón Nuila Quesada
MEMOS I	POR	António Manuel Pereira Neves
MEMOS I	POR	Loic Santos Pedras
MEMOS I	ECU	Luis Cornelio Serrano Rodriguez
MEMOS I	URU	Dante Wilfredo Steffano Soca
MEMOS I	ANG	Domingos Fernandes Torres Jr
MEMOS I	HON	José Ubaldo Zavala Valladares

MEMOS II	PAR	Sergio Rolando Baró Long
MEMOS II	COL	Carlos Iván Bermeo Andrade
MEMOS II	ESP	David Cabello Manrique



MEMOS II	GUA	Julio Fernando Cáceres Grajeda
MEMOS II	BRA	Sonia De Souza Almeida
MEMOS II	ECU	Eduardo César Fernández Lecich
MEMOS II	POR	Catarina Fialho Fernandes Esteves
MEMOS II	GBS	Abdulai Mané
MEMOS II	MEX	Oscar Ontiveros
MEMOS II	DOM	Milton S. Pinedo Soriano
MEMOS II	CHI	Jorge Enrique Rozas Solis
MEMOS II	URU	Miriam Teresa Sánchez Collazo
MEMOS II	PUR	Carmen A. Torres Rodríguez
MEMOS II	ALG	Mohammed Zerrouki

MEMOS III	CUB	Daima Mayelis Beltrán Guisado
MEMOS III	COL	Ana Edurne Camacho Corredor
MEMOS III	GBS	Issufo Camara
MEMOS III	ARG	Laura A. Coria
MEMOS III	DOM	Pedro Julio de la Rosa Quezada
MEMOS III	BRA	José Maria de Santucci
MEMOS III	GUA	José Gabriel Del Busto Fernández
MEMOS III	MEX	Carlos Hernandez Schafler
MEMOS III	PER	Victor Enrique Lainez Arias
MEMOS III	GBS	Mario Joao Lopes Ferreira
MEMOS III	ESA	Jose Rafael Mejia Chacon
MEMOS III	VEN	Oswaldo José Narvaez Uzcategui
MEMOS III	ESP	Manuel Pastrana González
MEMOS III	CHI	Kelly Rosario Santander
MEMOS III	ANT	Sean Samuel
MEMOS III	VEN	Victor Vargas
MEMOS III	CRC	Alexander Zamora Gómez

MEMOS IV	CHI	Jaime Agliati Valenzuela
MEMOS IV	PUR	Arlene Alvarado Suarez
MEMOS IV	ARU	Eduardo Barros Villacis
MEMOS IV	BRA	Miriam D'Agostini
MEMOS IV	MEX	Rodrigo Dosal Ulloa
MEMOS IV	DOM	José Edgar Duval Puello
MEMOS IV	PAR	Rossana Beatriz Encina Krussel
MEMOS IV	PUR	Teresa Galarza Meléndez
MEMOS IV	Cartan Tours	Daniel Luis Gamba
MEMOS IV	CMR	Edmundo Josiah Andres
MEMOS IV	ESP	Carmen Juncal Muñoz
MEMOS IV	POR	André Louçã Rodrigues Pereira
MEMOS IV	ANG	Mayimona Nzita
MEMOS IV	ESA	Mauricio Victor Paredes Rodríguez
MEMOS IV	BOL	Juan José Paz Cabrera
MEMOS IV	ARG	Daniel Alejandro Ridaó
MEMOS IV	URU	Jorge Ignacio Rodríguez Giménez
MEMOS IV	PER	Daisy Zereceda Monge

MEMOS V	MKD	Aleksandar Bogoevski
MEMOS V	VEN	María Francia Bustamante
MEMOS V	ESA	Marco Javier Calvo Caminos
MEMOS V	PAR	Guillermo Castillo
MEMOS V	CHI	Jorge Luis Castro Morris
MEMOS V	POR	Ricardo Consiglieri Bendito
MEMOS V	BRA	Pedro de Arruda e Silva
MEMOS V	PER	Alonso de la Guerra Prella
MEMOS V	AND	Manuel Fernández Hermoso
MEMOS V	PAN	Ariel Friedman Arrue
MEMOS V	DOM	Emmanuel Garcia Musa
MEMOS V	CRC	Roy Lee Gatjens Campos
MEMOS V	HON	José Mario Membreno Valladares
MEMOS V	MDA	Burciu Mihai-Ionut
MEMOS V	FRA	Johann Pellicot
MEMOS V	BOL	Marcos Waldo Ramírez Carpio
MEMOS V	AND	Jacint Risco Subirà
MEMOS V	ARG	Cristian Roldan
MEMOS V	URU	Jorge Washington Rosales Sosa
MEMOS V	PUR	Carlos J. Santiago Alicea
MEMOS V	Cartan Tours	Dario Soto
MEMOS V	COL	Andres Dario Tigreros Ortega
MEMOS V	MOZ	Natércia Tomás
MEMOS V	CAY	Dalton Errald Watler-Lyons
MEMOS V	PAN	Damaris Itzel Young Aranda

MEMOS VI	CPV	José Rodrigo Bejarano Restrepo
MEMOS VI	DOM	Máximo Abreu Then
MEMOS VI	GUA	Brenda Marlene Alburez Pellecer
MEMOS VI	HON	Eric Arrazola Raudales
MEMOS VI	GAB	Serge Arnaud Assume Assume
MEMOS VI	MEX	Hilda del Consuelo Becerra Moreno
MEMOS VI	PAN	Saul Cofiño Arena
MEMOS VI	BOL	Jorge España Larrea
MEMOS VI	POR	João Nuno Graça
MEMOS VI	GBS	Afonso Henrique Djú
MEMOS VI	GBS	Avelina Jandi
MEMOS VI	VEN	Magdampi Carolina Marín Blanco
MEMOS VI	ESA	Rodrigo Meléndez Hirezi
MEMOS VI	ARG	Anabela Moccia
MEMOS VI	ECU	Augusto Xavier Morán Nuques
MEMOS VI	MEX	Othon Hermelindo Díaz Valenzuela
MEMOS VI	BOL	Fabricio Pinto Fernández
MEMOS VI	GUA	Claudia Lorena Rivera Lucas
MEMOS VI	PAR	Camilo Cesar Samaniego Rodas
MEMOS VI	COL	Luis Alfonso Sánchez Pachón
MEMOS VI	ITU	Alfredo Sanchez Reyes
MEMOS VI	CRC	Shantely Shiley Scott Norman

MEMOS VI	COL	Pablo Felipe Serna Cardenas
MEMOS VI	CPV	Filomena Maria Spencer Africano Fortes
MEMOS VI	MEX	José Carlos Velázquez Jiménez

MEMOS VII	PER	Juan Carlos Abanto Fonseca
MEMOS VII	KSA	Mohammad Albaqous Abdulaziz
MEMOS VII	CPV	Glenda Leticia Aguilar Zúñiga Araújo
MEMOS VII	CRC	Karla Patricia Alemán Cortes
MEMOS VII	GUA	Juan Diego Blas Fernández
MEMOS VII	GEQ	Jorge Manuel Borabota Upinda
MEMOS VII	ESA	José Armando Bruni Ochoa
MEMOS VII	URU	Marcello Filipeli Rebagliatti
MEMOS VII	DOM	Gilberto Antonio García Piña
MEMOS VII	NCA	Alejandra Gómez Ugarte
MEMOS VII	POR	Filipe João Freire Boa de Jesus
MEMOS VII	CHI	David Jimenez Mira
MEMOS VII	COL	Baltazar Medina
MEMOS VII	PUR	Iriam Joyce Melendez Torres
MEMOS VII	BRA	André Mendonça Furtado Mattos
MEMOS VII	HON	Carlos Eduardo Menéndez Amador
MEMOS VII	ECU	Hugo Rubén Navia Loor
MEMOS VII	POR	Sergiu Oleinic
MEMOS VII	PAN	Henry Pozo Medina
MEMOS VII	ANG	Carlos Rosa de Sousa
MEMOS VII	ARG	Carlos Rodolfo Siffredi
MEMOS VII	LAO	Bounma Thammavong
MEMOS VII	SUR	Leyhor Tolud
MEMOS VII	PAR	Pedro Marcial Uliambre Rivas
MEMOS VII	COL	Tirso Zorro Guio

MEMOS VIII	ANG	Helder De Jesus André Monteiro
MEMOS VIII	BRA	Luciano Atayde Costa Cabral
MEMOS VIII	PANAM SPORTS	Andrea Fernanda Carvajal Barajas
MEMOS VIII	POR	Pedro Daniel Castelo Branco Miranda Dias
MEMOS VIII	ANG	Genivaldo Dias
MEMOS VIII	COL	Edgar Erasmus
MEMOS VIII	PAN	Monica Elvira Franco Luzcando
MEMOS VIII	ECU	Erwin Rafael Mantuano Pérez
MEMOS VIII	DOM	Maria Alexandra Mensen
MEMOS VIII	ARG	Santiago Mercadé
MEMOS VIII	CUB	José Antonio Miranda Carrera
MEMOS VIII	DOM	Junior Alexander Paez Atez
MEMOS VIII	ESP	Manuel Parga Landa
MEMOS VIII	CHI	Henry Eduardo Reimberg Fuentes
MEMOS VIII	CRC	Roberto Antonio Rojas Coto
MEMOS VIII	PUR	Sara Rosario
MEMOS VIII	COL	Irma Lucía Ruiz

MEMOS VIII	ECU	Julio César San Miguel Casanova
MEMOS VIII	PAR	Larissa Schaerer Castillo
MEMOS VIII	GUA	Ana Cecilia Soto Leonardo
MEMOS VIII	ISR	Nurit Werchow
MEMOS VIII	MOZ	Bendito Jonas Sadias Xavier

MEMOS IX	CHI	Irán Richard Arcos Sobarzo
MEMOS IX	MEX	Rut Castillo Galindo
MEMOS IX	MEX	Arturo Contreras Escobar
MEMOS IX	ECU	Luis Miguel Dáger Rosillo
MEMOS IX	CPV	Raúl Jorge Duarte Soulé
MEMOS IX	CPV	Supatricia Vieira Centeno Fontes
MEMOS IX	DOM	María Altagracia García Cáceres
MEMOS IX	ARG	María Julia Garisoain
MEMOS IX	CRC	Adrian Gomez
MEMOS IX	ISF	Antônio Hora Filho
MEMOS IX	ANG	Marcelina Kiala
MEMOS IX	PER	Renzo Vitto Fabrizio Manyari Velazco
MEMOS IX	MEX	Paulina Mena Madrazo
MEMOS IX	BRA	Sebastião Rafael Dias Pereira
MEMOS IX	PAR	Rocio Soledad Rivarola Trappe
MEMOS IX	ESP	Iñigo Rueda González
MEMOS IX	GUA	Maria Esterlem Santos



MEMOS XIII teambuilding exercise in Malta



10 IOC members who are MEMOS graduates (as of 2025)

List of ioc members who are memos graduates

By alphabetical order of surname, ‡deceased

Patrick Baumann (SUI)‡, MEMOS I

Dagmawit Berhane (ETH), MEMOS VI

William Blick (UGA), MEMOS XVII

Odette Assembe Engoulou (CMR), MEMOS IX-FR

Filomena Fortes (CPV), MEMOS VI-ES

Humphrey Kayange (KEN), MEMOS XXIII

Matlohang Moiloa-Ramoqopo (LES), MEMOS X

Auvita Rapilla (PNG), MEMOS XI

Thoma Sithole (ZIM), MEMOS III

Damaris Young (PAN), MEMOS V-ES



Patrick Baumann (MEMOS I) awarding the MEMOS XI degrees at the Olympic Museum

The MEMOS Network

by Brigitte Berry (MEMOS XVIII)

The MEMOS Alumni Network is made up of over 1,100 Sport professional graduates, their Professors, Tutors, and Program Directors, and spans 198 nations across 6 continents. The MEMOS Alumni Network encompasses the entire spectrum of Sport – from the International Olympic Committee to Athletes to National Olympic Committees to Press to International Federations to coaches and beyond. We call the members of this diverse group of Sport Professionals: MEMOSIANS.

Our monthly newsletters keep the community updated on successes, publications, studies, events, program updates, and more. Members are always welcome to author entries. To keep the conversations going peer to peer, our social media spaces provide groups of MEMOSIANS room to network, meet up, share opportunities, and more.

During regional and global sporting events and meetings, MEMOSIANS will often organize mini reunions. These MEMOS Gatherings are a highlight within our community during Olympic Games, a time to meet up with old friends and a time to meet new Sport colleagues.

Every few years, all MEMOSIANS are invited to participate in the MEMOS Convention. We are so pleased to be gathered here in Rome for the 30th Anniversary edition of the MEMOS Convention. A huge thank you to the Task Force group of volunteer MEMOSIANS for putting together so much of the organizing – from the technical portions like contracts to the fun of this programming.

The MEMOS Alumni Network is for MEMOSIANS by MEMOSIANS. For more information or to get more involved visit <https://memos.degree/memos-alumni>

Notes

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Notes

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1 PROGRAM, 3 VERSIONS

The MEMOS (Executive Masters in Sport Organisations Management) mission is to help professionals working in national or international sports bodies to develop the knowledge required in order to better manage their organizations. This program is offered in three versions according to the teaching language : English, French and Spanish.



www.memos.degree

