GRAND CHALLENGE	STRATEGIC CHALLENGES	SPECIFIC CHALLENGES
ULALABS The emerging Lab of Labs	How to articulate a **governance** model that effectively engages affected stakeholders	How can we overcome barriers (Many functions and sectors become silos, creating barriers) to find solutions across sectors and thematic knowledge fields.
	How to **properly formulate the challenge** questions. From the problem formulation to the formulation of research questions.	How to adjust the research method based on the insights developed / produced throughout the project?
	How to develop an **inclusive** learning space that promotes the **co-creation** of multi-disciplinary / transdisciplinary projects for the academic community of partner universities and regional stakeholders.	Who, how and when to engage participants in decision making or milestones.
		How to minimise the gap between academics and non-academics and create the habit and collaborative learning and experimentation space for learning and research?
		How to bypass bureaucratic structures to reach citizens and local communities?
		How to avoid marginalization of people that can't access the new sustainability context / paradigm
	How would we create an **accessible** and **innovative** digital learning space(s) for learners (eg undergraduate students) in order to future proof them for an uncertain environment?	How can we choose the appropriate tools avoiding a strict technological focus that can take away from the task at hand
		How can we train the learners and provide them with necessary skills to be able to make full use of the technologies and their potential
	How to **minimise the gap between academics and non-academics** and create the habit and collaborative learning and experimentation space for learning and research?	How can we promote formal and informal education opportunities on sustainability / circularity topics to accelerate adoption to climate change efforts?
		How can the industry incorporate good practices/ prototype/ developed and tested by universities/ innovation centres?
		How can we facilitate setting up a policy (& research) agenda led by citizens?
		Learning means being flexible, learn from mistakes. How do we find the space to adjust the method of learning if and when necessary?
	How to **give visibility to the existing labs** and visualize their **potential for integration in learning activities / processes**	How can we visualize existing experimentation spaces within ECIU and demonstrate their capacities (technologies, methodologies, communities) and ways to get access / make use of the infrastructures locally or remotely?
		How can we restructure existing learning, research and innovation processes to integrate the diverse typologies of experimentation spaces in their activities and processes?
	How might we **meaningfully address stakeholder challenges** through a network of shared resources (skills, labs, competences) for the ECIU community, to foster collaboration using multidisciplinary teams?	How can we improve the sustainable course creation and offer for ECIU students and staff with the objective of affordable and student- and society / relevant course offerings.
		How to understand and map the local problems that might not be aligned with the national or regional context
		How to map the micro-challenges that are not abstract but concrete Horizons
	How to **organize the knowledge creation and cross-case learning** across the different learning experiences across the challenges and experimentation spaces?	How to engage with relevant actors and stakeholders at the adequate time, levels and spaces?
	How to avoid the risk / trap of **prepoetification** in experimentation + innovation processes	How can we scale up solutions and new knowledges/lessons and decide what to scale after a project is finished? (and there is no funding and no-one responsible for taking it further).
		Depoejectification: Lessons learned are not institutionalized. There can also be a lack of discussion about what to scale
		How can we scale up / promote educational innovation on a city /regional scale
	How can we **certify acquired knowledge/skills** or consolidate newly created knowledge	How can higher education networks, such as the ECIU, use micro-credentials be to facilitate transdisciplinary perspectives being incorporated into planning for Cities
		How can we provide recognition for learning experiences tied to the Living Labs and experimentation spaces in the curriculum of students
	How can we **effectively communicate** processes, results, milestones at all stages and to the diverse stakeholders involved?	How can we develop communication strategies & elements that bring about change?