



## A strategic plan to accelerate innovation in biomedical engineering research, education and healthcare

### Case Study: UBC School of Biomedical Engineering Strategic Plan

The University of British Columbia launched the School of Biomedical Engineering (SBME) in 2017, making it the first inter-faculty school at UBC, bridging engineering and medicine and fostering convergent research and collaborative education models. Since then, the School has grown immensely, attracting exceptional faculty, top notch students and funding. To maintain momentum, the School engaged Junxion to help develop a new strategic plan, one that would focus its energy and resources, guide decision-making, and accelerate its impact in the bio-tech ecosystem.



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From the start of the project through to the launch of our new building, working with Junxion was a great experience. The strategic plan we developed together is robust, well-structured, and provides a clear roadmap with ambitious yet achievable goals. It's a significant improvement over our last plan, especially with its actionable steps and measurable outcomes that will help us prioritize and engage the right people moving forward.

**PETER ZANDSTRA**

DIRECTOR, UBC SCHOOL OF BIOMEDICAL ENGINEERING

## The Challenge

Since its inception in 2017, the School of Biomedical Engineering (SBME) at the University of British Columbia has emerged as a leader in biomedical engineering research, education and innovation. More than \$35 million in research funding and industry contracts have helped establish the School as a valued partner in the health innovation ecosystem, fueling groundbreaking discoveries in regenerative medicine, immunoengineering, and advanced medical technologies. These accomplishments demonstrate the School's impressive momentum, which they are committed to maintaining and building upon. A strategic plan was needed to align the School's interest holders, clarify its direction and priorities, and ensure continued progress.

SBME wanted to unite its staff, students and leadership around common goals. By engaging a diverse range of stakeholders in a collaborative process, Junxion helped align SBME around a unified vision of success, building lasting consensus around decisions that will shape its future trajectory.

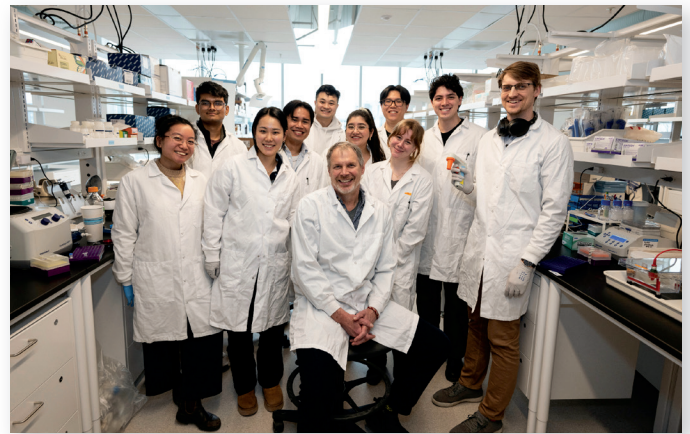
## How We Helped

Junxion began by mapping SBME's context—reviewing existing plans, ecosystem research, peer institutions, and market dynamics—to clarify the strategic choices ahead. We then designed an inclusive, stakeholder-centred process, engaging leadership, advisory committees, the Faculties of Applied Science and Medicine, and staff, faculty, and students in immersive conversations about SBME's

strengths, ambitions, and opportunities. Through two high-energy workshops, we brought these diverse voices together to surface points of alignment, make trade-offs visible, and co-create the pillars and priorities of the new strategic plan. Working closely with the SBME team, we translated this insight into a focused, actionable roadmap to guide decisions, investments, and partnerships.

## Measuring Success

This approach helped the School clarify the impact it seeks to create and where to focus its energy to ensure it is achieved. By unearthing what matters to its stakeholders, the new strategic plan emphasizes strategic ecosystem engagement, strengthening ties with communities across BC and throughout UBC. It deepens clinical integration, places greater emphasis on research translation and innovation, ensures financial sustainability, and builds a culture of shared success and belonging. With these priorities in focus, SBME will surely sustain and surpass its current leadership position in Canada and beyond.



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Are you ready to clarify your priorities and set your path to success?  
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