

# Leadership Alignment After Institutional Acquisition

## Driving Performance Across International Education Networks

### OVERVIEW

*Following acquisition by an international education organization, a university faced the operational challenge every post-acquisition entity confronts: aligning leadership teams, clarifying governance, and building shared strategic direction without disrupting academic operations. GRG Education facilitated a structured alignment process that resolved these tensions and positioned the institution to perform within its new network.*

### THE CHALLENGE

Post-acquisition environments are inherently disruptive. Overlapping roles created confusion about authority and accountability. Reporting relationships between the acquired institution and the parent organization were poorly defined. Organizational cultures differed in ways that affected day-to-day decision-making. Coordination across multiple campuses was ad hoc rather than structured. Left unaddressed, these conditions do not resolve on their own — they calcify into persistent underperformance.

### GRG EDUCATION'S APPROACH

- Conducted a structured governance and reporting structure analysis across the combined organization
- Facilitated leadership retreats to surface misalignments and build shared understanding of roles and expectations
- Developed a revised governance framework with clear accountability for institutional and network-level decisions
- Established shared strategic priorities aligned with both institutional mission and network objectives
- Created coordination mechanisms for multi-campus operations and cross-institutional initiatives

### RESULTS

- Governance structure redesigned with unambiguous reporting lines and decision rights
- Leadership team cohesion measurably strengthened following facilitated alignment process
- Shared strategic priorities documented and adopted across institutional and network leadership
- Multi-campus coordination processes formalized, reducing friction in cross-institutional collaboration
- Institution positioned to realize the strategic and operational benefits of network membership

### KEY TAKEAWAY

*The value of an institutional acquisition is only realized when the humans involved are aligned. Governance clarity and shared vision are not soft concerns — they are the operational foundation of network performance.*