

Tips on Briefing the Principal

The hardest part of your job is providing enough information to protect them without "poisoning the well" with your own biases. There are different ways of doing this.

- The "Fact vs. Flavor" Rule: Present data and history as Facts ("This department has had 4 chairs in 3 years"). Leave the Flavor ("They are impossible to work with") for the Leader to discover—or ask you about later.
- Objective Briefings: Use neutral language. Instead of saying "Professor X is a troublemaker," say "Professor X is highly engaged in faculty governance and frequently asks pointed questions about the budget."
- The "Open Door" Policy: Explicitly tell your new leader: "I will provide the history, but I want you to form your own first impressions. If you want my 'unfiltered' take on a situation, just ask."