



Empower Your Evolution

AS A UNIVERSITY LEADER

Substance Over Style: A Field Guide to Leadership in Higher Education examines the increasingly complex challenges and opportunities facing higher education leaders in today's highly polarized society. This practical field guide offers insights, lessons learned, and strategies to navigate future challenges successfully. Take a deep dive into the inner workings of universities and explore the intricate landscape of nuance and complexity of leadership substance rather than style. Whether you are faculty, staff, a graduate student pondering leadership for the first time, or a trustee or experienced administrator exploring new leadership roles, *Substance Over Style* will empower your evolution as a leader.

Who is this book for?

- A must-read for aspiring and experienced university leaders
- A transformational journey for faculty, staff, graduate students, and trustees
- A road map for future higher education leaders
- Inspiration for the next generation of thoughtful academic leaders
- Enhance leadership competencies and career readiness for PhD students and new faculty

What will this book do for the reader?

- Grow your confidence, skills, and purpose as a leader
- Explore the challenges and opportunities facing higher education
- Demystify the transition to academic administration
- Serve as a "compass" steeped in experience providing guidance and direction
- Learn to "think like an ecosystem" and extract clarity from complexity
- Lessons about decision-making, collaboration, and continuous improvement
- Practical strategies for planning, budgeting, resource allocation, and fundraising
- Challenge the *status quo*—mobilize the community to pursue bold aspirations
- In-depth guidance for fiscal management—tying strategic planning to the budget

NOW AVAILABLE AT

amazon

BARNES & NOBLE
BOOKSELLERS

BOOK INFORMATION

Substance Over Style: A Field Guide to Leadership in Higher Education

AUTHOR:
Donald H. DeHayes

SIZE: 6 x 9 inches, 450 pages

Hardcover ISBN: 979-8-9862821-7-6

Retail Price USD \$64.99

Paperback ISBN: 979-8-9862821-6-9

Retail Price USD \$44.99

eBook ISBN: 979-8-9862821-8-3

Retail Price USD \$39.99

WHOLESALE DISTRIBUTION AVAILABLE
THROUGH INGRAMSPARK

"Don DeHayes has done a great service to higher education by specifically addressing the issues and attributes that are indispensable to building a meaningful and impactful career in leadership."

—Dr. David Dooley,

President Emeritus, The University of Rhode Island



DONALD H. DEHAYES has held leadership positions in flagship public research universities for 26 years. In 2021 he stepped down as Provost and Vice President for Academic Affairs at The University of Rhode Island (URI) after 14 years. He is currently Provost *emeritus* at URI and Dean *emeritus* at The University of Vermont. A staunch advocate for higher education, he is dedicated to leadership development, ecosystem thinking, and interdisciplinary learning and discovery to advance the human condition.

Substance OVER STYLE



Listen on your favorite
podcasts app.



Connect directly with Donald H. DeHayes and join the
Higher Ed Leadership Substance Group on LinkedIn.



Continue the discussion at
www.LeadershipSubstance.com

Grow Your Confidence, Purpose, and Impact as a Leader

"Theories about academic leadership are fine, but I'd trade them all for the experiential wisdom delivered here by Don DeHayes. Forty-five years working in higher education have given him an understanding that few others possess. He offers dozens of useful tools and other advice about running the modern university, but three broad perspectives anchor this book. One, people matter most—students, staff, and faculty. Two, only authenticity and transparency will build the trust needed to lead. Three, diversity, inclusion, and equity are imperatives for success, regardless of what politicians say. Anyone—no, everyone—who seeks to lead a college or university needs to read this book and then act like Don DeHayes says."

—**Larry A. Nielsen**, author, *Provost: Experiences, Reflections, and Advice From a Former "Number Two" on Campus*, and several other books; former Executive Vice Chancellor and Provost at North Carolina State University

"*Substance Over Style* is a substantive and refreshingly practical guide to leadership applicable in academia and transferable to other non-profits—particularly those working across multiple jurisdictions and audiences. It offers a blend of lessons and strategies, recognizing that context is everything! Masterfully navigating the complexity of "academic ecosystems," it demonstrates how to build trust, nurture teams, plan, budget, create a culture of philanthropy, and much more. Read it!"

—**Ann Pesiri Swanson**, Executive Director, Chesapeake Bay Commission from 1988 to 2022, Founding Member and Chair of The Rubenstein School Advisory Board, The University of Vermont

"DeHayes offers a practical and very useful leadership guide to the complexities of the higher education ecosystem. Through the lens of many years of experience in the trenches of academia, he navigates critical internal and external factors elucidating how such systems are interconnected by sharing real case studies, personal reflections, and deep insights across all divisions of the institution."

—**Stephen J. Hegedus**, Provost and Vice President for Academic Affairs, Western Connecticut State University, Former Ace Fellow

Bring Out the Leader Within You—Shape Your Career, Values, and Institution

"*Substance Over Style* hits the mark perfectly and at the precise moment when higher education leaders must engage in complex, multidimensional thinking and decision-making. DeHayes emphasizes the need for academic leaders to have a sincere appreciation for the interconnectedness and context of each element within the academic ecosystem."

—**Dr. Nancy Matthews**, Provost and Executive Vice President, Central Michigan University

"Outstanding! *Substance Over Style* serves as a keystone informational piece of work that outlines specific areas of professional development necessary for aspiring—and current—higher education leaders who are seriously reflective about their professional practice."

—**Dr. R. Anthony Rolle**, Dean, College of Education, University of South Florida Fellow, National Education Policy Center, Past-President, National Education Finance Academy

Gain Practical Strategies for Planning, Budgeting, and Fundraising

"*Substance Over Style* is well-researched, well-written, and discusses many areas important for higher education leaders to know that other books don't cover. . . . The set of chapters on budget, enrollment management, and strategic planning really add value as few leadership books provide in-depth guidance to fiscal management. These chapters alone are certainly worth the price of the book."

—**Dr. Laura Beauvais**, Professor Emerita of Management and Organizational Behavior, former Vice Provost for Faculty Affairs, University of Rhode Island

"The perfect combination of practical information and lessons in strategic thinking for our department chairs and other emerging leaders! Information is presented in a way that will help you navigate the complex and ever-evolving world of higher education whether you are a complete novice or well along one of the many different paths to leadership."

—**Dr. Rachael Kipp**, Associate Provost for Academic Planning and Accreditation, Suffolk University