

*Memorial Resolutions  
for  
University Chancellor Herman B Wells  
(June 7, 1902 - March 18, 2000)  
Prepared for the Indiana University Faculty Council  
By IU Campus Faculty Leaders*

*Indiana University Bloomington:*

**Memorial Resolution**

**CHANCELLOR HERMAN B WELLS**

**(June 7, 1902 - March 18, 2000)**

Herman B Wells was born on June 7, 1902 in the village of Jamestown, Indiana. He was the only son of Joseph Granville and Anna Bernice (Harting) Wells. Growing up amidst the farms and small towns of central Indiana, Wells developed a radiant personality and a talent for serving others. First enrolled at Indiana University in 1921 as a sophomore transfer student from the University of Illinois, he fell in love with the historic woodland campus with its stately limestone halls. Active in social affairs on campus, including his fraternity, Sigma Nu, Wells was an average student, garnering respectable B's and C's in courses such as journalism and psychology. He completed his undergraduate degree in commerce in 1924. Among his classmates were Hoagy Carmichael, Nelson Poynter, and Ernie Pyle.

After graduation, Wells returned to his native county and worked in the National Bank of Lebanon for a couple of years. He came back to Bloomington for the academic year of 1926-27, obtaining a master's degree in economics. At the urging of his professors, he became a doctoral student at the University of Wisconsin, a noted center for the study of social science and political life. His degree requirements were not yet completed when he became the field secretary of the Indiana Bankers Association in 1928. Charged with performing applied research on the sorry state of Indiana banks, suffering since the 1921 agricultural recession, Wells was able to put his academic training to good use. He visited banks and bankers all over the state, traveling to each one of Indiana's 92 counties, and laid the foundation for his later work as an educator.

Wells got his first taste of college teaching in 1930 through his appointment as a lecturer at Indiana University. He was a natural, able to convey the latest in business concepts and techniques with enthusiasm and wit. Eschewing marriage, the next five years would be crucial to his career. Wells juggled several full-time jobs for state government during this period and his work culminated in plans for the overhaul of Indiana's banking laws. Governor Paul McNutt, a former dean of the IU law school, shepherded the reform bill through the state legislature in 1933 and it soon became a national model.

William Lowe Bryan, IU president since 1902, recognized Wells' tremendous passion for public service and appointed him dean of the School of Business Administration in 1935. At that time, the school was growing significantly and Wells used his organizational skills to attract new faculty and reform the curriculum. He possessed other gifts as well, including an elephantine memory that allowed him to connect faces with names and other personal details.

### *Dynamic President*

In 1937, Wells was named Acting President as the IU trustees searched for Bryan's replacement. Nine months later they found the ideal candidate and appointed Wells as the eleventh IU president. He was the first president drawn from the social science/public policy arena. He had already traveled over 33,000 miles in search of new faculty for the university, persuading new as well as established scholars to share his vision for the renaissance of Indiana University.

At the head of a small but extremely capable administrative staff, Wells modernized the institution in almost every conceivable way while dealing with

unprecedented growth. Over his twenty-five-year tenure, the student body expanded to 29,000 statewide; the Bloomington campus mushroomed with new academic buildings and residence halls; and programs proliferated at an amazing rate. With deep historical awareness, Wells was able to build on IU's institutional strengths in scientific research and professional education that were a legacy of his predecessors, David Starr Jordan and William Lowe Bryan. But he kept his keen eye on the future as well, and launched an ambitious plan to develop the visual and performing arts, especially music.

Wells and the institution he led reached a turning point with World War II. Before the war, Wells became sensitized to the global context in a journey to South America, and his work during the war with national agencies, such as the U.S. State Department and the American Council on Education, made him a true internationalist. After the war, Wells managed to deal with burgeoning IU enrollments due to the G.I. Bill while he took on additional duties as an educational diplomat in Germany and other countries. In 1947, for instance, he played an essential role in establishing the Free University of Berlin.

Had he chosen, at this juncture in his career Wells could have joined the select company of high counselors who moved all around the world performing important tasks for foundations, national associations, international commissions, and government agencies. Instead he stayed in Indiana, maintaining his vow to reside in Bloomington, his adopted city. His interest in the world scene was reinforced by frequent travel to get new ideas and to enlarge his wide acquaintance with political and educational leaders. Wells translated his global understanding into strong support for a wide array of international programs at IU, particularly the study of exotic languages in their cultural contexts.

Wells vigorously promoted the growth of IU in Indianapolis and nurtured regional campus development to ensure that higher education was in reach of every interested and qualified citizen of the state. He also developed excellent relations with other Hoosier colleges and universities. Leading by example, Wells laid a strong foundation of cooperation and goodwill, resulting in a peaceful commonwealth of higher education institutions in Indiana.

One of Wells' bedrock principles was intellectual freedom. He provided faculty and students with physical space and material resources to conduct teaching and research, but he was equally concerned that they have the liberty to venture into uncharted academic territory. In what became perhaps the most celebrated instance of the protection of academic freedom in the middle years of the 20th century, Wells doggedly took on biology professor Alfred Kinsey's detractors, giving the university an enviable reputation as a bastion of free inquiry.

Wells practiced environmental stewardship at IU, balancing tremendous growth in the physical plant with deference to the natural woodland setting. Over the term of his presidency, he acquired more than 1,700 acres of land for the Bloomington campus, providing ample space for future expansion. Like his forerunners, Wells was intent on maintaining the forested character of the campus, and he was fiercely protective of trees and green space. He said, "To cut a tree unnecessarily has long been an act of treason against our heritage and the loyalty, love, and effort of our predecessors who have preserved it for us."

### *Beloved Chancellor*

At his retirement from the presidency in 1962, Wells received an honorary L.L.D. *summa cum laude* from Indiana University. It occupied a unique place in his growing list of honorary degrees, which eventually totaled 26. Only sixty years of age, Wells received a lifetime appointment to the new post of University Chancellor. He was free to create his own job description. Eventually that came to include raising enormous sums for the university, serving as interim president, and just being there. He enveloped generations of students, faculty, staff, alumni, and friends in his warm, ecumenical embrace. He served as the wise patriarch of the great IU clan. Substance was his style, and he became a ubiquitous presence and a precious resource to all in his long tenure as chancellor.

In his 98th year, his body weary and his mind intact, Wells died quietly at his campus home at 1321 E. Tenth Street on the evening of March 18, 2000. A few members of his loyal staff--a nurse, an aide, and a houseman--were at his bedside. The funeral was held on March 22, exactly 62 years to the day after his selection as president of Indiana University. The eager sophomore of 1921, the dynamic president of 1938, the beloved chancellor of 1962, had come full circle to rest, earning the eternal gratitude of his *alma mater*. Herman B Wells built an institution, and in the process, became one himself. Like a Hoosier Antaeus (the giant son of Gaia and Poseidon from Greek mythology), Wells drew his prodigious strength from his connection to the Indiana soil. He planted so many seeds of compassion and kindness and learning that his memory will be everlastingly green as long as there remains an Indiana University.

*[Prepared by James H. Capshaw, with the assistance of Donald J. Gray and Henry H. H. Remak, at the request of S. James Sherman, IUB Faculty President]*

*Indiana University-Purdue University Indianapolis:*

**Memorial Resolution  
University Chancellor Herman B Wells  
IUPUI Faculty Council  
May 4, 2000**

"It is not what you do that counts, it is what you help others to do that makes progress," is one of the "Maxims for a Young College President" recorded in University Chancellor Herman B Wells' autobiography, *Being Lucky*. Despite the fact that his vision, leadership, passion and hard work made things happen, Chancellor Wells was always the first to give credit to others. In typical fashion, he has always said that the credit for the success of IUPUI should go to the campus leadership itself for making the IU/Purdue merger work. But anyone who knows Chancellor Wells and has observed his ever-present, ever-deepening relationship with the Indianapolis campus knows that he laid many of the critical cornerstones for IUPUI's present success.

In December 1985, retiring Chancellor Glenn W. Irwin said in his final State of the Campus address: "What will IUPUI be like in the year 2000? It can be what Indiana University Chancellor Herman B Wells foresaw in the 1960s. He described a 'congregated campus,' nurturing a full spectrum of scholarly and public service pursuits. Around and on the campus, there can be exciting places to study, to work, to live, and to enjoy, with new museums and parks, theaters and galleries, apartments and offices, conference centers and hotels, libraries and labs, shops and restaurants, trees and sculpture, and the rest of what it will take to build a vibrant, university-based community at the center of a great capital city in a great state. It is a vision of the future than can become a possible dream." Chancellor Wells' vision of the future of IUPUI is



indeed here, even as we say good-bye to the gentle visionary who helped make it happen.

Chancellor Wells' early vision for the Indianapolis campus never flagged, although he was no longer IU's president when the trustees of IU and Purdue agreed to merge their programs to form IUPUI in 1969. He has said his only professional objective was "to do whatever needed to be done every day," but under the Wells presidency, IU had steadily deepened its roots in Indianapolis. Although sometimes politically and strategically difficult for him to achieve, IU's programs in Indianapolis grew and prospered. With careful stewardship of land purchases contiguous to the existing IU Medical Center, there was room to expand. Several academic divisions were established or developed in strength during his presidency. Because of the already well established School of Medicine, IU's presence in Indianapolis early on found its niche in other health-related disciplines of dentistry, nursing, allied health sciences, optometry, and social work. During the 1930s and 1940s, when European scholars were seeking asylum from invading armies, among those Chancellor Wells encouraged to join the IU faculty were Nobel Prize-winner Hermann J. Muller; prominent geneticist, Tracy M. Sonneborn; and Harris B. Shumacker Jr., a pioneer in heart surgery. They not only enriched the faculty community, but made the small Midwestern university and the central Indiana region more cosmopolitan.

Throughout his presidency, he established and maintained good relationships with other public and private colleges and universities. He fostered ways to enhance academic variety in areas around the state through partnerships with other institutions. These were largely based on what he called the "host-guest" model. In an area where IU was already established and had a sizeable offering, IU would be the host, providing the other institution with the facilities it needed to offer instruction. If Purdue had the facilities, Purdue

was the host and IU, the guest.

Chancellor Wells himself foreshadowed the IU/Purdue partnership early in his tenure as an academic administrator. His "apprenticeship in academic administration," as he termed it, was as dean of the School of Business beginning in 1935. One of his first projects as dean was an unsuccessful attempt to bring into being a proposed Purdue-Indiana cooperative course in agriculture and business. In an effort to promote greater harmony between the two institutions, then Dean Wells made a personal visit to Purdue. Later, as president, he suggested that IU and Purdue jointly approach the Indiana General Assembly for facilities funding. The partnership strategy worked and the legislature granted a joint request for auditoriums. Just a month before his passing, Chancellor Wells was on the phone with Purdue University President Steven Beering, who had been dean of the IU School of Medicine from 1974 to 1983, undoubtedly keeping the cordial interinstitutional relationships that were a hallmark of his presidency and university chancellorship alive and well.

Chancellor Wells also saw advantages in linking the campus in Indianapolis to the history and traditions of Indiana University's first campus in Bloomington. As IU's president, he knew that the success of any of IU's extension campuses depended on the students' assurance that they were working toward a degree from Indiana University -- whether they attended courses in Indianapolis or New Albany. Another link to IU history exists on one of the older campus buildings. On IUPUI's Union Building is inscribed a quote from the Bible, Psalms 90:12. It reads, "So teach us to number our days that we may apply our hearts unto wisdom." The inscription was suggested by Chancellor Wells. It was a favorite quote passed on to him by his predecessor, William Lowe Bryan.

Years later, looking back at the formation of IUPUI, Chancellor Wells wrote, "I think that, all in all, the system as it evolved offers to the state of Indiana the best possible program for the benefit of the students and all citizens of that state. It not only gives them a widespread coverage of academic opportunities, but does so with the least possible duplication and with the greatest efficiency . . ."

Chancellor Wells found a true calling in academe and a fulfilling lifelong outlet for his humanitarianism and passion to create access to higher education for all who aspired to it. He made Indiana University an important center of intellectual life. He turned a small, modest Midwestern college into a formidable world-class research university of international stature with eight campuses serving students throughout Indiana. His active support of academic excellence from faculty and students helped IU attract eminent scholars. He made the University Libraries a world-class resource for IU faculty and students system-wide and launched the development of one of the finest collections of rare books in the world. He was an ardent defender of academic freedom in the face of controversy and a champion of civil rights and racial equity when discrimination was still widespread. His moral clarity quietly but effectively drove important social change in Indiana. Under his leadership, IU became the first school in the Big Ten to integrate its basketball, golf, and baseball teams. He set in place ways for African Americans from southern states to attend graduate school at IU long before the civil rights movement began to influence other universities to do the same.

Chancellor Wells never ceased to be a standard bearer for Indiana University and the symbol of its most cherished values and traditions. His accessibility and visibility at university events always lent a special warmth, grace, and dignity to an occasion. IUPUI faculty consistently recall how he touched their lives with a word, a note, or an act of kindness that confirmed his view that

individually each person was as important to him personally as collectively they were important to his beloved IU. Each person's contributions were intrinsically valuable because they redounded to the collective benefit of the university community.

In a tribute to Chancellor Wells during the 102<sup>nd</sup> Congress (April 1991), Indiana Senator Richard G. Lugar put it best when he said, "Dr. Herman B Wells is a man who adds to the dignity of mankind." As we say farewell, let us always be guided by his wit, wisdom, humanity, dignity, and humility.

*[Presented to the IUPUI Faculty Council on behalf of all members of the IUPUI Family]*

*[Prepared by Sylvia Payne, Assistant to the Chancellor for Communications, at the request of Paul J. Galanti, IUPUI Faculty President]*

*Indiana University East:*

*Eulogy to Herman B Wells*

*April 4, 2000*

*In many ways Herman B Wells was the Father of Indiana University East. The story goes that Herman Wells and Thomas C. Jones, President of Earlham had a conversation in Richmond, on Jones' porch in 1946. In that conversation the two college presidents agreed that another institution of higher education should be established in Richmond to serve the returning veterans of World War II and to provide evening classes for local residents. Following this conversation, classes began in 1947 in the Indiana University Extension Center located on the Earlham campus. In 1971 the Indiana University Extension Center became Indiana University East.*

*On the national and international level Herman Wells was a leader and innovator. His leadership brought a first class university to the state of Indiana. He was a strong advocate for academic freedom for faculty, research for the better good of all and for excellent education for students.*

*On a personal note Herman Wells was a caring, personable very human individual. I remember when I was first hired on the faculty at Indiana University East. During two years at commencement time I was asked to drive the one car full of the platform party consisting of the University Chancellor, President and President of the Board of Trustees from the local airport to the campus for the commencement ceremonies. On both occasions after the ceremonies, on the way back to the airport, Dr. Wells insisted that we stop at the local Dairy Queen so that he could purchase sundaes for all of the other members of the platform party including the Brass Quintet, deans and others. So, my first memories of Herman Wells are memories of him*

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*remembering others and going out of his way to do something nice for them.*

*So, today we are remembering Herman B Wells for his impact on our campus, his affect on higher education world wide, and his personal respect and interest for others. Let us take a few moments to remember Chancellor Herman B Wells.*

*[Prepared by K. Michael Foos, President of the IUE Faculty Senate]*

## *Indiana University–Purdue University Fort Wayne:*

### **Herman B Wells Resolution**

*Herman B Wells is an IPFW legacy. It is because of his vision and effort, along with Purdue Trustee Alfred W. Kettler, Sr., Purdue President Frederick L. Hovde, and Indiana University Trustee John S. Hastings, that IPFW was created as a public institution of higher education in Indiana.*

*The idea of uniting Indiana and Purdue universities on one campus was conceived at the old Farmer’s Market on Barr Street in 1950 or 1951. Years later, Kettler remembered that day on Barr Street, looking from the Purdue Extension Building to the Indiana University Extension and thinking, “Is this the best way? Why are we competitors?” After years of pursuit and inquiry, headlines began to broach the merger concept in 1956. Initial discussions focused on merging facilities to lower costs of operation but the universities would retain separate identities.*

*Although the idea was intriguing, there were many local interests to be considered. A letter from Indiana University President Herman B Wells, dated October 25, 1956, to Walter E. Helmke, a Fort Wayne attorney and Indiana University Trustee, revealed questions and doubts about the proposed site and the practicality of a combination between the two campuses.*

*In November, 1956, President Wells wrote to Purdue President Hovde to initiate a meeting. In the meantime, Purdue officials were busy trying to acquire land for the proposed campus. Finding several obstacles, the solution was to organize a joint foundation that could provide the building and then rent to the universities.*

*Ever cautious, President Wells raised some questions about Purdue’s plans. He once told the Indiana University Trustees that “Purdue appears to consider a type of center system which could be highly competitive, which is completely contrary to established policy and which is unacceptable to Indiana University.”*

*The Indiana University Trustees arrived in Fort Wayne in June to examine the proposed campus site. In early July of 1957, President Wells said his board took action “to approve in principle our desire to participate in the joint effort of an Indiana-Purdue center in Fort Wayne.”*

*Judge Hastings later said that in the fall of 1957, the Indiana and Purdue Boards of Trustees recognized what they thought was a need for a joint extension program. A plan for jointly held physical facilities was accepted. There was not much thought at that time of becoming a four-year institution, as leaders from both universities viewed the Fort Wayne campus as an extension or feeder campus. Soon, however, the idea proliferated and Fort Wayne residents became eager for the campus to develop into a baccalaureate-granting institution.*

*As the planning evolved, conflict between Indiana and Purdue executive leaders ensued; officials from each campus had different visions about how the joint campus would operate. University leaders soon collaborated, however, and presented a united budget proposal. The partnership between Indiana University and Purdue University in Fort Wayne was truly born.*

*Today, thanks to the insight of Chancellor Herman B Wells and others, IPFW thrives as one of Indiana’s premier educational institutions. His efforts made it possible for thousands of students to remain close to home while securing a first-rate educational experience.*

*[Prepared by Brian L. Fife, Speaker of the IPFW Indiana Faculty]*

*Indiana University Kokomo:*

**Memorial Resolution  
HERMAN B WELLS  
1902 - 2000**



Herman B Wells was a legend in his own time. In 1999, the Indiana Historical Society named Wells an "Indiana Living Legend" and the IU Home Pages named Wells the "IU Man of the Century." His affiliation with Indiana University began as a student in 1921. He then became a professor and in 1935 he was named Dean of the IU School of Business. Herman B Wells' leadership qualities were widely recognized. In 1937, he became acting president of Indiana University. In 1938, he was named President of Indiana University. He held this position until 1962 when he was named Chancellor of Indiana University. Herman B Wells as chancellor continued to have a profound effect on Indiana University. In 1962 Wells, stated, "I love IU, and I plan to spend the rest of my life in her service."

Under Wells leadership IU grew from a small Midwestern higher education institution to a world class university. Its faculty grew in stature to include the likes of Nobel Prize winners. Its programs, such as music, grew to possess international reputations. Wells traveled widely in post-World War II Europe on officially sanctioned missions. Then from 1955-60, he served as vice president of the International Association of Universities.

Wells thrust at internationalism did not mean that he forgot the development of Hoosier higher education. He was instrumental in founding a regional campus system in Indiana, rather than two year community colleges. Indiana University Kokomo had the attention of Herman B Wells as the first site of the Kokomo campus was decided, the present Howard County Historical Museum. He also selected the current site of Indiana University Kokomo. He believed that anyone should not need to travel more than fifty miles to get a college education. Indiana University Kokomo faculty and students feel the impact of Herman B Wells as do those on the Bloomington campus.

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*[Prepared by Marilyn Kintzele, President of the IUK Faculty Senate]*

*Indiana University Northwest:*

**Memorial Tribute for Herman B Wells:  
President and Chancellor of Indiana University**

*It is a singular honor to be chosen to present this memorial from this faculty for President and Chancellor Herman B Wells. The world knows only too well record of the honors and accomplishments of President Wells in all their depth and scope, so there is little need here to recount once more the achievements of his long and splendid life. Rather let us focus on those aspects of that life that made President Wells truly a man of virtue; vision, integrity, courage, generosity, and compassion.*

*When President Wells became Indiana University's twelfth president at the end of that decade of disasters, the 1930s, he brought to a quiet, simple institution of a few thousand students a lofty vision. The vision of transfiguring it into a great university that would be known and respected throughout not only Indiana, not only America, but throughout the whole world. In the 25 years that followed his appointment, Indiana University became just that. The campus burgeoned with new building after building; a truly distinguished faculty was assembled; enrollments soared – Old Siwash became Big Red. But physical growth alone did not mark IU's progress in those years. It became a center of world-class scholarship and research, a focal point of national culture and artistic achievement. Even, during the years of tyranny and war in Europe, a haven for distinguished scholars driven from their ancient universities by barbarism and persecution. By the end of President Wells' tenure (for he believed sagaciously that 25 years was long enough for the influence of one man to prevail), he could pass on his mantle, knowing the vision had been made a reality – Indiana University was indeed a great university.*

One part of President Wells' vision was to have great import for we here at IUN. He wished to see the blessings of higher education made available to all of Indiana's people, including those who would find it difficult or impossible to attend a far away residential campus. He believed the answer was not to be found in the then popular junior college movement. He feared the development of a patchwork system of small and struggling local institutions that would probably take on more the features of trade schools and vocational training centers. The answer, as President Wells saw it, was to extend the university into every corner of the state, and so to bring, under the direction of a true university, the kind of higher education that would embody the standards of quality to which, he believed, the people of Indiana were entitled. When one surveys the situation today, with all of IU's far-flung campuses, and counts of thousands of degrees awarded that might never have been, the full import of President Wells' vision comes home.

President Wells was also the embodiment of the virtues of integrity and courage. He was unswervingly committed to the principles that must guide the life and conduct of a true university. Never, despite the pressures of obscurantist and anti-intellectual forces, did he ever compromise or truckle to those who would have undermined the integrity of the university. There were no witch-hunts at IU And despite several noisy and hysterical onslaughts against academic freedom, never did he falter in defense of what he believed was soul of a university, its steadfast pursuit of the truth. On the principle of academic freedom a university lives or dies; this he believed in and this he defended.

President Wells' tenure was also marked by a large-hearted generosity. He strove to ensure that the students and faculties at Indiana University received the fullest measure of support from the people of Indiana. His skill in enticing

this support from the legislatures with whom he dealt was legendary. We, as faculty, must certainly count among our blessings President Wells' belief in and commitment to the idea that the welfare of the faculty must be among the most important goals of the university. To provide the best possible conditions of service and compensation was always among President Wells' highest priorities. He was especially concerned about faculty welfare after retirement, and saw to it that Indiana University had one of the best retirement programs in the country. One has only to mention "18/20" [retirement plan] among the older faculty in order to call forth automatic genuflection towards President Wells' memory.

A compassionate man, he sought to make the IU campuses places where every student regardless of race, creed, or gender would find a warm acceptance. Long before the trendy days of radical chic and popular P.C., he not only spoke out against, but acted to combat features of racism that had infiltrated the university. Whenever and wherever those dark forces that constantly test the decency of society revealed themselves, President Wells stood fast in the ranks against them.

This man, however, was no plaster saint. He had a vibrancy about him that reached out to people; he lived joyfully and treasured the good things in life. He loved his students and they loved him. Nothing pleased him more than chatting with students as he strolled among the beauties of the campus he in large created.

Large in girth, he was larger in spirit. Truly a man for all seasons; a legend in his own lifetime. We salute the memory of Herman B (no period) Wells. When shall we see his likes again?

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*[Prepared by Dr. William Neal, Professor Emeritus of History, at the request of James H. Tolhuizen, President of the IUN Faculty Organization]*

*Indiana University South Bend:*

**Herman B Wells**  
**(June 7, 1902 - March 18, 2000)**

For eight decades Herman B Wells was a vital part of Indiana University. For much of that period he often seemed to *be* Indiana University. He was always a commanding presence, even in his wheelchair. His many contributions to the university have been widely and appropriately celebrated, and today the Academic Senate of Indiana University South Bend wishes to remember and celebrate his particular contributions to the growth of this campus.

There were extension classes in South Bend before Herman B Wells assumed the presidency of Indiana University in 1937, but it was during his administration that a local campus developed, with its first building – Northside Hall – shaped by his distinctive vision for an institution of higher education which would also be a center for art, music and theater. Herman B Wells did not know what we would become, but he was optimistic enough to imagine what we *might* become: a university campus, part of a greater statewide university, which would offer instruction in the liberal arts and sciences, in a growing number of professions, cultivating the spirit as well as the mind.

Herman B Wells believed in encouraging the best possible faculty in order to offer the best possible education for Indiana students. He firmly defended academic freedom in the most difficult cases: against hostile politicians, frightened alumni, and even federal prosecutors. He opened the minds of Hoosiers to unknown worlds of arts, sciences, and exotic languages and cultures. For twenty-five years he presided over the remarkable growth of Indiana University--in Bloomington, in Indianapolis, in South Bend--and

carried its reputation and sent its faculty and students to Europe and Asia. After retirement he assumed the office of university chancellor, continuing to encourage the continued improvement of the university and to raise the private and corporate contributions so essential to its success. He deliberately located his office in the university's oldest building, in a large classroom which he filled with books.

In his later years Herman B Wells could neither walk nor hear very well, but he continued to work for his university, to watch over its growth from a lift-equipped van. He also continued to visit its various campuses for special ceremonies. He came to South Bend on his sixty-fifth birthday, June 7, 1967, for our first commencement, and he made his last appearance here in April of 1988, when he was eighty-five years old—strong as ever in mind and heart. Appropriately for a leader of such vision for artistic achievement throughout the university, the official memorial on the mother campus in Bloomington will feature a larger-than-life bronze statue of Herman B Wells, sculpted by a South Bend faculty member.

Herman B Wells called his marvelous autobiography *Being Lucky*, and he was indeed fortunate, in his intellect, in his charm, in his vigor. Herman B Wells was a leader. He inspired confidence. He won the affection of thousands of faculty, staff and students. In his inaugural address in 1938 he set the theme for his administrative style: "Authority must derive from reason, not from position." He once urged a senior class to "cultivate unselfish loyalties to objectives and institutions outside yourself . . . the university is worthy of such loyalty." And what makes a great university? In 1961 he explained that "Students are the life blood of a great university. But to pump and move the blood, a great university must have great teachers."



*Herman B Wells set standards for Indiana University and for its South Bend campus which were both inspiring and demanding. We are grateful for his vision. It will be our duty to carry it into the twenty-first century.*

*[Prepared on September 1, 2000 by Lester M. Wolfson and Patrick J. Furlong, at the request of David A. Vollrath, President of the IUSB Faculty Senate]*